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California Regional and Local  
Workforce Development Plans  
Executive Summaries  
2017-2020

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### Coastal Regional Planning Unit – Regional Workforce Plan Summary:

The local areas within the Coastal Regional Planning Unit (RPU) have been working together for

#### Key Industry Sector:

#### Healthcare

many years and address their own priority sectors through a variety of activities unique to each area. Even so, Coastal RPU members welcomed a regional planning process that offered the RPU an opportunity to outline its efforts to formalize its partner collaboration and system stakeholder engagement

practices. Ultimately, the goal is that RPU members intentionally, systematically, and regularly collaborate across agency, program, and funding streams to align goals, strategic efforts, investments, and service delivery activities to meet shared outcomes within common in-demand industry sectors.

During the planning process, Coastal RPU partners focused on articulating an approach that would meet the intent of the WIOA and the formal guidance issued while also working with the constraints of the region (geographic desistance, limited staff, and personnel changes). RPU members are confident that the approach to building regional sector pathways shared in this Plan will result in a sustainable structure that will support steady progress, foster improved relationships with critical partners, and contribute to the development of future Plans. Coastal RPU members acknowledge that the Plan is iterative and will change over time as the knowledge base and skill set of its members grows and the needs of industry change.

The Coastal RPU opts to build upon the State's strategic goals:

- Fostering demand-driven skills attainment by:
  - *Ensuring that data informs the industry sector selection and confirms education and training value*
- Enabling upward mobility, especially for those with barriers to employment by:
  - *Investing in career pathways, partnering with adult education providers, and ensuring access through AJCCs.*
- Aligning, coordinating, and integrating programs and services by:
  - *Building off of and incorporating community college and Adult Education plans in this Regional Plan and participating in and contributing to Strong Workforce plans*

The Plan seeks to establish parameters around regional sector strategy and career pathway development in the Health Care sector to create synergy across the Coastal RPU. The Health Care sector was chosen as the primary focus for the region as it is a priority sector common to each local area. The Coastal RPU's Regional Plan emphasizes the following:

- Labor market information to identify the most promising industry sector for attention - using *JobsEQ*, *Census*, and *O\*Net* data sources.
- Protocols for industry engagement – using the *Industry Engagement Toolkit*; and

- Establishing expectations for collaboration between workforce development and education – committing to participate in AEBG consortia meetings.

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## Santa Cruz Local Plan Summary

The Santa Cruz County Workforce Development Board (WDB), through its Memorandum of Understanding (MOU) with its America's Job Center of California (AJCC partners), has defined and agreed to the following local vision, mission and goals:

### ***"Building Economic Prosperity through Workforce Development"***

#### Key Industry Sectors Identified:

Healthcare, Technology

**Vision:** Workforce Santa Cruz County is a fully integrated workforce development system that maximizes human and business capital by promoting a well trained workforce for Santa Cruz County employers, insuring individual economic security and community vitality. Led by a dynamic Board that is empowered to effect change, WFSCC is committed to customer satisfaction and standards of performance in meeting the needs of job seekers, incumbent workers and local business alike.

**Mission:** The Workforce Santa Cruz County (WFSCC) system is a network that links public and private partners to strengthen the community by assisting individuals and businesses to reach their full economic potential. This is accomplished through the collaborative integration of employment, training, education and economic development services for job seekers, students, workers, and employers into a system which will be:

- **Integrated:** offering as many employment, training and education services as possible for employers and individuals seeking jobs or wishing to enhance their skills and affording universal access to the system overall.
- **Comprehensive:** offering a large array of useful information with wide and easy access to needed services.
- **Customer-Focused:** providing the means for customers to judge the quality of services and make informed choices; and
- **Performance-Based:** based on mutually negotiated outcomes between core partners and methods for measurement; and the means toward measuring and attaining customer satisfaction.

#### **Goals:**

- **A Well-trained Workforce:** Develop a well-trained workforce which links our job-seeking customers with county employers.
- **A Dynamic Empowered Board:** Engages business, local government, education and the community in its work and is empowered to think regionally, share responsibility and take action on behalf of the community.
- **Community Vitality:** Fosters economic development by increasing skills and knowledge, productivity and the effective use of resources to broaden prosperity, empower and enable individuals to gain a higher standard of living.
- **Self-sufficiency:** Self-sufficiency for our job-seeking and already employed customers.
- **Meaningful Economic Development Contributions:** To meaningfully contribute to the success of the County's Overall Economic Development Plan.

- **Integrated Workforce Development System:** To develop a fully integrated workforce development system that exceeds the expectations of local employers in assisting to meet their business and recruitment needs.
- **Customer Satisfaction and Continual Improvement:** To consistently meet and/or exceed the needs of our customers.
- **Economic Opportunity:** To ensure that meeting the needs of welfare recipients and the working poor is a critical part of a multifaceted approach to a comprehensive workforce development system.
- **Customer Satisfaction Measures:** To develop universal customer satisfaction performance indicators.

Please see the Coastal Regional Planning Unit's (RPU), consisting of Santa Cruz, Monterey, San Luis Obispo, and Santa Barbara counties, Regional Plan for details and specifics about regional efforts and strategies. The SCCWDB works closely with its regional partners to align strategies and resources. While there are unique challenges in each local area, there are also shared resources, challenges and opportunities. The close collaboration of the regional WDBs and with various partnerships described throughout this Local Plan, allow the Local Board to support regional economic growth and economic self-sufficiency. Two examples of local participation to help meet regional economic growth and economic self-sufficiency goals are:

- The SCCWDB is participating in the second phase of a Proposition 39 Pre-apprenticeship grant. In the first phase, the Monterey Bay Collaborative (which includes Monterey, San Benito, and Santa Cruz Counties) worked with employers to determine need in the trades and developed a curriculum and training program to fill the need. The first phase resulted in a small group of individuals trained. The goal of the second phase of the Proposition 39 project is to bolster the economic competitiveness of the Monterey Bay region by fully implementing the energy efficiency focused job training and placement program created with the 2014 grant. The three County region will use the Multi-Craft Core Curriculum (MC3) green job skills program to train 55 individuals, targeting at-risk youth, women, veterans, and disadvantaged or disconnected job seekers. The Santa Cruz County WDB will be responsible for training 25 of the 55 individuals. Santa Cruz County WDB will have a minimum of 18 graduates who will be prepared for a career pathway in a variety of building trades, including Electricians, Iron Workers, Plasterers and Cement Masons, Sheet Metal Workers, Plumbers and Pipe Fitters, Operating Engineers and Teamsters. Participants in Santa Cruz County will have a special emphasis for from the Welfare to Work program in order to co-enroll customers and maximize their access to supports while in the program.
- Mission College is the recipient of the Silicon Valley High Tech Apprenticeship Initiative (SVHTAI), an American Apprenticeship grant. Through this grant, six local community colleges and their partners, including the SCCWDB, are able to offer apprenticeships in help desk specialist and data center technician. These two programs will open the doors to a high tech career for women, people of color, and veterans. After completing training, these students will be prepared for entry level positions with prospective employers. The SCCWDB is partnering in community outreach efforts to encourage

WIOA-eligible youth and displaced workers (with special attention to groups who are underrepresented in the tech sector) to participate in the SVHTAI apprenticeship programs.

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### Santa Barbara Local Plan Summary

Santa Barbara County Workforce Development Board (SBWDB) is part of the Coastal Regional Planning Unit (CRPU), an 11,783-square mile area along California's central coast that also includes Local Workforce Development Areas in: Santa Cruz County, Monterey County, and San Luis Obispo County. The CRPU has pursued strategic regional initiatives, such as a SlingShot Accelerating Income Mobility \$1,000,000 award to promote healthcare industry growth in the region. SBWDB aligns with regional initiatives. For example, SBWDB aligns with the SlingShot award by providing access to 24 local health care training programs and by providing career placements with local health care institutions.

#### Key Industry Sectors Identified:

Healthcare, Energy & Environment,  
Building & Design, Technology &  
Innovation, Business Support  
Services, Agriculture, Tourism &  
Wineries

### **SBWDB Strategic Vision to Support Regional Economic Growth and Economic Self Sufficiency**

SBWDB's strategic vision aligns with that described in the California Workforce Development Strategic Plan (State Plan): Skills attainment for upward mobility and shared prosperity, achieved through the following three policy objectives: 1. Fostering demand-driven skills attainment; 2. Enabling upward mobility; and 3. Aligning, coordinating, and integrating programs and services.

SBWDB **strategically aligns service delivery** to foster **self-sufficiency** of customers, and to **support regional economic growth** as described in CRPU's Regional Plan for Program Years 2017-2020. For example SBWDB facilitates access to training for the three high-demand middle-skill occupations identified for Santa Barbara County in the CRPU regional plan (Registered Nurse, Accountant/Auditor, Heavy Tractor-Trailer Truck Driver).

Additionally, SBWDB also pursues a vision of collaborating with a community partners to provide innovative customer-centered services with targeted grants. The U.S. Department of Labor (DOL) awarded SBWDB a **\$2 million Career Pathways for Youth Grant** to serve at-risk youth in the City of Santa Maria. SBWDB received the only award in California for this grant solicitation. DOL awarded only 11 of these grants nationwide. The grant supports innovative approaches to providing youth with jobs and connecting them to long-term career pathways. SBWDB plans to expand upon this work after the end of the two-year grant period. Grant partners include Santa Maria Chamber of Commerce, Goodwill Industries, Four Square Church, Santa Maria Parks and Recreation, Community Health Center, Edward DeJesus Seminars and Consulting, Center for Education and Training, Santa Barbara County Education Office, and Foundation for California Community Colleges.

**SBWDB in partnership with County Probation, Santa Barbara City College, the Santa Barbara Contractors Association**, and the community based organization **Community Solutions**, was awarded **\$341,000 in state funds** to provide a **jobs component** to the services already being provided to the "**supervised population**" of the County Probation Department. This program is designed to further align the various systems, drawing upon what each does best. SBWDB plans

to build on this customer-centered alignment of service delivery to improve WIOA services to the supervised population.

The Santa Barbara AJCC One-Stop operator through December 2016 was part of a **winning multi-agency team in the DOL Customer Centered-Design Challenge** selected to **present at the White House**. 100 teams competed nation-wide. The Santa Barbara team created eight concepts that the SBWDB plans to support as they are operationalized, including REBOOT (**R**ebuilding **O**pportunities and **T**rust) that helps justice-involved individuals gain access to services like career and life coaching, a mobile support vehicle, and a starter kit. Other team members included the following Santa Barbara County departments: Probation, Sheriff, Social Services, EDD, and Community Solutions.

SBWDB aligns, and coordinates with, Santa Barbara County America's Job Center of California One-Stop System (SB-AJCC) partners, and other organizations in the community, to provide **comprehensive services** so as to achieve the three main policy objectives described in the California Workforce Development Strategic Plan.

## Workforce Development Board of San Luis Obispo County Local Plan Summary

The local plan for the Workforce Development Board of San Luis Obispo County (WDBSLO) identifies the goals and strategies that we will use to continue development of the workforce system in San Luis Obispo County while aligning with our regional partners in the Coastal Regional Planning Unit (RPU).

### Key Industry Sectors Identified:

Building, Design, and Construction,  
Health Services, Knowledge and  
Innovation Services, Specialized  
Manufacturing, Wine/Ag, Recreation,  
and Accommodation  
Green Energy

San Luis Obispo County, with a population of 281,401, is located along the coast of Central California, midway between the major cities of Los Angeles and San Francisco. It is comprised of an area of approximately 3,300 miles with a coastline of 84 miles fronting the Pacific Ocean. The county is bordered on the north by Monterey County, on the east by Kern County and to the south by Santa Barbara County. San Luis Obispo has several tourist attractions and recreational areas, including Hearst Castle in San Simeon, visited by more than 70,000 people annually.

The County of San Luis Obispo, Department of Social Services is the administrative entity responsible for the oversight of WIOA Title I Adult, Dislocated Worker and Youth funds, staffed by an Administrative Services Manager, Program Manager and two Program Review Specialists who serve as staff to the Board. WDBSLO currently holds contracts with Goodwill Central Coast as the America's Job Center of California (AJCC) Operator and provider of Adult, Dislocated Worker and Rapid Response programs. Eckerd Youth Alternatives, Inc. (Eckerd) is the contracted provider for WIOA Youth Services.

WDBSLO has a single comprehensive AJCC located in the center of the county, in the city of San Luis Obispo (also the county seat). The county is quite large geographically, with four (4) sub regions, North County, Coastal, San Luis Obispo city and South County, making delivery of services a challenge to some of the rural areas. During the past year, we have implemented community based services to help address this issue. We are identifying new and innovative ways to continue to bring AJCC services to traditionally underserved portions of the county.

Our plan reflects growing collaboration with Cuesta College, San Luis Obispo County Office of Education, Economic Vitality Corporation and other community agencies, as invested partners, convening to identify new and innovative strategies to increase educational and employment opportunities for our shared job seekers and improve the overall economic health of San Luis Obispo County.

## Monterey County Workforce Development Board Local Plan Summary

The Monterey County Workforce Development Board (MCWDB), a division of the Monterey County Administration Office, Chief Intergovernmental Affairs is proud to present its Local Plan for Program Years 2017-2020, in accordance with the Regional and Local Planning Guidance issued in September 2016.

### Key Industry Sectors Identified:

Agriculture, Education, Healthcare,  
Hospitality and Tourism

Consistent with the Workforce Innovation and Opportunity Act (WIOA) and in support of the Governor's vision, goals, and policy priorities of the California's Unified Strategic Workforce Development Plan (State Plan), the MCWDB, with input and support from various stakeholders, developed this actionable Local Plan that organizes the MCWDB and its stakeholders work over the next four years.

The Local Plan coordinates with the Coastal Regional Planning Unit's Regional Plan, making the Regional and State policy strategies actionable, with a focus on customer-centered service delivery through the America's Job Center of California (AJCC) / One-Stop system where the needs of business, industry and workers drive workforce solutions; where the AJCC/One-Stop system provides excellent customer service; and where the workforce system supports strong regional economies.

The Local Plan draws upon the collaboration with workforce partners accomplished during the development of the Phase I Partner Memorandum of Understanding (MOU) process to address the continuing innovation of the workforce system and creation of a customer-centered system that will position the AJCC/One-Stop system as an access point to a menu of services that creates an "on-ramp" to regional sector strategies.

In addition to meeting the State Board local planning requirements, MCWDB intends to build upon successful past practices and current and future strategies as it engages in the actions stated in this Local Plan to meet the following Local Plan key strategic goals. Through this effort, the Local Plan will be periodically reviewed and may evolve through updates, based on experience, change in the MCWDB's priorities and challenges with available resources.

### Local Plan – Key Strategic Goals

Included in this Local Plan are the following three key strategic goals with action oriented strategies to guide the activities of the local workforce system in alignment with the State Plan priorities:

1. **Employer Engagement** – Increase engagement with employers to meet the workforce needs of priority sectors of the local and regional economies.
2. **Aligning Career Pathways and Sector Strategies** – Increase the number of individuals who obtain a marketable and industry-recognized credential or degree, through the development of career pathways that align to regional sector strategies that create multiple entry and exit points for job seekers and align programs with in-demand industries and occupations.

3. **System Alignment and Accountability** – Support system alignment, service integration and continuous improvement, including identifying ways to reduce duplication in service delivery and in fiscal operations by enhancing partner presence at the AJCCs and developing common customer flow protocols (intake, assessment, referral) to align the system with human-centered design principles.

The MCWDB's specific Local Plan action oriented strategies that support the State strategic goals and priorities are outlined in: APPENDIX 8: Key Strategic Goals, Strategies and Actions

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## Middle Sierra Regional Planning Unit – Regional Workforce Plan Summary:

### Key Industry Sectors:

**Health Services; Advanced  
Manufacturing; Construction;  
Hospitality; Fire, Water, and  
Forestry Technology**

In 1982 the counties of Amador, Mariposa, Calaveras and Tuolumne joined together to form the Mother Lode Consortium (MLC). This is a special services government district through a Joint Powers Agreement for the purposes of administering programs funded by the Job Training Partnership Act (JTPA). In 1998, JTPA was replaced by the Workforce Investment Act (WIA) and the Joint

Powers Agreement, the special services government district, and the MLC were reaffirmed by the member counties and the Mother Lode Workforce Investment Board was formed. In 2014, WIA was replaced by the Workforce Innovation and Opportunity Act (WIOA) and the MLC were reaffirmed by the member counties and the Mother Lode Workforce Development Board (MLWDB) was formed.

On February 24, 2016, the Workforce Services issued Workforce Services Directive WSD15-17 which officially identified the Middle Sierra Regional Planning Unit (Middle Sierra RPU). The Middle Sierra RPU, consisting of one local workforce development area, Mother Lode Workforce Development Area (Mother Lode WDA), includes Amador, Calaveras, Tuolumne, and Mariposa Counties. One of Mother Lode WDA's partners, the Central Sierra Economic Development District (CSEDD), encompasses Mariposa, Tuolumne, Calaveras, and Alpine Counties. Mother Lode plans on working with the CSEDD through the economic development activities in Alpine County which is in the Capital Region Regional Planning Unit.

At the regional level, the partnerships include, but are not limited to, the MLWDB, businesses, education, economic development, public agencies, organized labor, and community based organizations. These partners and stakeholders are identified in the MLC Memorandum of Understanding (MOU) included in the Local Plan and attachments to the Regional Plan. One of the main roles, of all the stakeholders and partners to the plan, is to improve on the customer centered design where career pathways and meaningful certifications are improved and consumers with barriers to employment have opportunities to move from entry-level, low wage/low-skill employment to middle-skill/middle-wage employment throughout the Middle Sierra RPU and the State of California. This plan benefits all stakeholders and consumers alike while removing duplicative processes, streamlining services, and transforming the workforce service delivery system to maximize the intent of WIOA.

## Mother Lode Workforce Development Area Local Plan Summary

In July of 2014, Congress passed the Workforce Innovation and Opportunity Act (WIOA). WIOA Section 108 and California UI Code Sections 14221-22 require the Local Workforce Development Area to submit a comprehensive local plan to the State Workforce Development Board every 4 years.

This document represents the Strategic Local Plan for the Mother Lode Workforce Development Area (Mother Lode WDA) consisting of Amador, Calaveras, Mariposa, and Tuolumne Counties. These counties also encompass the Middle Sierra Regional Planning Unit (Middle Sierra RPU).

### Key Industry Sectors Identified:

Hospitality and Tourism, Retail, Health Care Services, Construction Materials and Services, Education and Training

This plan builds on previous work and is jointly submitted by the Chief Local Elected Official (CLEO), the Mother Lode Board of Directors and the Mother Lode Workforce Development Board (MLWDB). The administrative entity for the area is the Mother Lode Job Training Agency (MLJT). The Mother Lode Local Plan outlines strategies that assist adults, dislocated workers, youth, and individuals with barriers to gain access to employment opportunities, including career pathways, within critical in-demand industry sectors identified within the greater Middle Sierra RPU. The ultimate goal of these strategies is to support economic prosperity and income mobility. This will be completed through aligning the local plan goals in support of sector strategies that enhance WIOA outcomes and the State Workforce Development Plan Goals. These goals include producing a million “Middle-Skill,” industry valued and recognized post-secondary credentials while doubling the number of apprenticeships statewide between the years of 2017 and 2027 (CDWB State Plan page 12).

Strategic areas of focus include:

- Development of a Partner Network
- Identification of Sector Partnerships & LMI/Workforce Analysis
- Development of Career Pathway Programs (Youth & Adult)
- Service Alignment/Resource Braiding
- Increase of Employer Work-Based Training
- Continuous System Performance Review



## Humboldt County Regional Plan – Regional Workforce Plan Summary:

### Key Industry Sectors:

Diversified Health Care; Building & Systems Construction; Specialty Food, Flowers & Beverages; Investment Support Services; Management & Innovation Services, Niche Manufacturing

The Regional and Local Plans set forth in this document reflect the vision, goals, strategies and activities of the Humboldt County Workforce Development Board and its regional partners. The Plan's creation was a collaborative endeavor that involved local workforce development and economic development partners, community based organizations, private sector/industry representatives, and other key partners.

Humboldt County is a sparsely populated region located on the Northern California Coast. The region's rural character and geographic isolation foster a community and culture of inter-reliance and cooperation demonstrated by the strong relationships and coordination among the workforce development partners. These partners work diligently to ensure services are comprehensive and streamlined by identifying and addressing gaps, and providing the community with a strong workforce development system.

Humboldt County's isolation presents unique challenges especially as it pertains to accessing resources. Funding and services are often more limited than those accustomed in more populated areas, therefore it is crucial for workforce development partners to work hard to coordinate funding and other resources. Additionally, the geographic isolation restricts the number of commuters in and out of the region, requiring many employers to rely on the local population to meet their workforce needs. The onus of training and developing that workforce falls on the partners identified in this report.

Changes in the economic landscape of the county present unique community and workforce challenges. For over 150 years, many residents depended on the timber and fishing industries for employment. Both industries offered good paying, reliable jobs without requiring formal education or specialized skills. This allowed many residents to earn a good wage, support families, buy homes, and achieve a high quality of life. However, as these industries have declined, the employment opportunities have waned as well. Lower skilled and less educated workers are left with no choice other than to take jobs offering lower wages, which has compromised their ability to secure housing, support families, and achieve a comfortable standard of living.

To address the aforementioned challenges, county workforce development partners are committed to staying strongly aligned and will prioritize the *Targets of Opportunity*; which have been identified as the top six fast growing, high wage-paying industries for the Redwood Coast region. These industries demonstrate the greatest career and entrepreneurship opportunity for



local residents and include Diversified Health Care, Building & Systems Construction, Specialty Food, Flowers & Beverages, Investment Support Services, Management & Innovation Services, and Niche Manufacturing. Forest Products and Tourism are included as additional focus industries as they also offer high paying replacement jobs and opportunities for entrepreneurs.

In 2014, the region hosted 3,137 employer establishments and 11,450 non-employer establishments, indicating that small entrepreneurs play a large part in the regional economy. Partners foster and support this entrepreneurial spirit in many ways with education, training, and other supports. Additionally, local schools provide entrepreneurship education and business plan competitions to support creative students interested in pursuing an entrepreneurial path.

Building upon strong partnerships and fostering collaboration amongst partners will ensure that the Humboldt County Workforce Development Board will reach its goal of attaining a vital and thriving regional economy that includes trained workforce that meets the needs of local employers.

## Humboldt Workforce Development Board Local Plan Summary

### **A Cohesive Statement Pertaining to the Vision, Goals and Strategy of the Local Board and Partners**

The Humboldt County Workforce Development Board envisions a vital and thriving regional economy that includes trained workforce that meets the needs of local employers.

#### Key Industry Sectors Identified:

Diversified Health Care, Building & Systems Construction, Specialty Food, Flowers & Beverages, Investment Support Services, Management & Innovation Services, Niche Manufacturing

The Workforce Development Board:

- SUPPORTS regional and individual economic growth and self-sufficiency by facilitating access to workforce and training services to better prepare and educate a skilled workforce.
- FOCUSES unique local strengths, including entrepreneurship, human and natural resources, innovation, and a collaborative strategy to offer the greatest opportunity for our residents and industries, with an emphasis on the region's most viable industries as documented in *Targets of Opportunity*.
- COORDINATES AND INTEGRATES diverse partnerships to provide the framework that fosters demand-driven skills attainment to enable living wages with upward mobility, while being responsive to the needs of local employers.

Over the course of the four year period, 2017-2020, the Workforce Development Board will strive to:

- PREPARE an educated and skilled workforce, including youth and individuals with disabilities, by coordinating curriculum and needs between industry and education partners;
- ATTAIN the State-negotiated performance measures by supporting clients to succeed and become employed and attain credentials;
- SUPPORT the State's goal in producing a million middle skill, industry-valued, and post-secondary credentials by 2027;
- ENABLE upward mobility by supporting industries and career pathways that lead to more middle and higher skilled workers and living-wage jobs; and
- COORDINATE and integrate programs and services in a customer-centered design approach to support clients and employers.

The Workforce Development Board and core program partners are aligned and will continue to work together. Title I, II, and III of the Core partners are co-located at the America's Job Center of California and are integrated into the system. Title IV is not co-located, but is an active partner.

A strong alignment exists between the job center partners and K-12, Humboldt County Office of Education, College of the Redwoods, and Humboldt State University. The alignment with

education allows the America's Job Center of California system to respond to industry needs by working with education partners to develop curriculum and trainings for clients to attain skills necessary for living-wage jobs. It also allows job center staff to place clients in the appropriate career pathway to attain living wage employment. Partners meet quarterly to assess, coordinate and fine tune strategies to continue to meet the needs of the local area.

The job center has a comprehensive business service model that provides employers with labor market exchange, workshops, customized training, a customer experience competition and secret shopping program, wage incentives, deep-dive assessments, layoff aversion assistance, and rapid response support. The business service team is able to relay business/employer needs to the job center's system. This provides an opportunity to develop incumbent worker and customized and targeted pre-employment training. The Humboldt County Workforce Development Board and job center partners are focusing on employers in a more meaningful way than ever, and this effort will continue to develop over the next four years.

The Workforce Development Board staff works closely with the job center's lead consortium and receives feedback about the system on a regular basis. Quarterly reports will be provided to the Workforce Development Board and a year-end report will include activity about the core programs and the clients served through the system.

## North State Regional Planning Unit – Regional Workforce Plan Summary:

### Key Industry Sectors:

**Healthcare, Manufacturing,  
Agriculture, Tourism, Information  
Technology**

In January 2016, the NoRTEC Workforce Development Board began the process of creating a regional vision and workforce strategy that would guide not only its WIOA implementation, but also a much broader regional collaboration among numerous partners across the 11-county region – Butte, Del Norte, Lassen, Modoc, Nevada, Plumas, Sierra, Shasta, Siskiyou, Tehama, and Trinity. The region covers a vast

geographical area, with diverse landscapes and economies, each with unique strengths and needs.

Through an extensive engagement process, stakeholders identified common opportunities and challenges across county lines and municipal borders. Together, agencies and organizations will promote a workforce development network that will strengthen communities across the entire region through collaborative efforts to serve businesses, support job seekers, and engage partners in a shared vision for success and opportunity.

Through extensive information gathering and stakeholder engagement, including data analysis, asset inventory, business surveys, county input sessions, and strategic planning sessions, the Board's vision and four strategic, regional goals were identified to accelerate workforce development efforts.

### VISION

Partners combining their diverse strengths to support healthy and thriving communities.

## GOALS

**Goal 1:** Increase connections with employers to understand current and emerging business needs and increase awareness of the services that are available to businesses.

**Goal 2:** Implement career pathway strategies to fulfill the employment needs of the region.

**Goal 3:** Promote open communication among local and regional workforce partners to create a shared vision and regional strategy.

**Goal 4:** Increase awareness of NoRTEC activities, fostering regional awareness and partnerships.

The enclosed Regional and Local WIOA plans represent one step toward realizing this vision and achieving these goals. NoRTEC and its partners have already begun and will continue to promote collaborative efforts among our organizations and communities. We look forward to capturing the momentum and enthusiasm from the strategic planning process to better our ability to meet the needs of businesses and jobseekers, and promote the economic growth of our region.

## Northern Rural Training and Employment Consortium Local Plan Summary

The NoRTEC Workforce Development Board began a strategic planning process in early 2016 to identify a cohesive vision, mission, and set of goals for the region's workforce development partners. As described in the Regional Plan, this process involved extensive data and input gathering not only to identify the vision, goals, and strategies, but also to begin to develop buy-in and ownership for implementation. As a result of this strategic planning process, the WDB adopted new mission and vision statements and set four goals to guide their work in supporting regional economic growth and economic self-sufficiency. Each of the four goals is accompanied by a set of strategies representing some of the first steps that the WDB and its partners will take to accomplishing the goals. These strategies have been prioritized and will be continually revisited as implementation progresses, with some being completed, others needing adjustments as the environment changes, and more still being added as strategic work leads to additional opportunities. The full Strategic Plan can be found in Attachment A.

### Key Industry Sectors Identified:

Manufacturing, Healthcare, Agriculture,  
Tourism, Information Technology

### NoRTEC Workforce Development Board Vision and Mission

**VISION:** Partners combining their diverse strengths to support healthy and thriving communities.

**MISSION:** To develop strategic partnerships and solutions that meet the workforce needs of businesses and jobseekers, promoting the economic growth of our region.

**Goal 1:** Increase connections with employers to understand current and emerging business needs and increase awareness of the services that are available to businesses.

**Goal 2:** Implement career pathway strategies to fulfill the employment needs of the region.

**Goal 3:** Promote open communication among local and regional workforce partners to create a shared vision and regional strategy.

**Goal 4:** Increase awareness of NoRTEC activities, fostering regional awareness and partnerships.

## Capital Regional Planning Unit – Regional Workforce Plan Summary:

### Key Industry Sectors:

**Health Services & Life Sciences;  
Advanced Manufacturing; Clean  
Energy Technology, Agriculture &  
Food Production; Information and  
Communication Technology;  
Education & Knowledge Creation**

The Capital Region is comprised of four workforce development boards covering nine counties: Sacramento, Yolo, Golden Sierra (El Dorado, Placer and Alpine), and North Central Counties Consortium (Yuba, Sutter, Colusa, Glenn). The four workforce development areas have a long history of working together on joint projects and initiatives. This plan outlines strategies that assist youth and individuals with barriers gain access to employment opportunities, including career pathways, within critical industry sectors identified within the greater Capital Area

Regional Planning Unit (RPU). The ultimate goal of these strategies is to support economic prosperity and income mobility. This will be completed through aligning the regional plan objectives in support of sector strategies that enhance WIOA outcomes and the California Workforce Development Board's (CWDB) Unified Strategic Workforce Development Plan Goals. These goals include producing a million "Middle Skill" industry valued and recognized postsecondary credentials while doubling the number of apprenticeships statewide between the years of 2017 and 2027. Strategic areas of focus include:

- Development of the partner network
- Identification of Sector Partnerships and LMI/Workforce Analysis
- Development of Career Pathway Programs (Youth and Adult)
- Service Alignment/Resource Braiding
- Increase of Employer Work-based Training
- Continuous System Performance Review

The Capital Region's Workforce Plan is aligned with the Capital Region's Next Economy Prosperity Plan, and focuses on achieving three of the five Next Economy goals:

- Diversify the economy through growth and support of core business clusters/
- Grow and maintain a world-class talent base
- Improve the regional business climate for economic growth

In addition to the four workforce boards, other regional partners include the State of California, Department of Rehabilitation (DOR) and the Employment Development Department (EDD, county CalWORKs departments, local economic development agencies, county offices of education, the Capital Adult Education Regional Consortium (CAERC), Job Corps, as well as representatives of Indian and Native American, Migrant and Seasonal Farmworkers and older worker programs, and numerous community based organizations and other partners. Many of the regional partners are simultaneously conducting concurrent planning efforts and workforce board members, partners and staff are participating in these regional planning efforts. For example, the community college's "Doing What Matters for Jobs and the Economy" and "Strong Workforce" initiatives, and the CAERC's AB 86 Comprehensive Regional Plan both involve regional planning on workforce development, with the goal of alignment and consistency with other planning efforts. CAERC is comprised of 15 members, inclusive of four community colleges, and 11 K-12 school districts, as well as 23 partner organizations.

Central to these efforts is Valley Vision, a regional leadership organization focused on resolving complex problems and multi-stakeholder initiatives across the region. Valley Vision's focus areas include Project Slingshot, the Next Economy's workforce and economic development initiative, the Align Capital Region initiative to align education with industry and the Strong Workforce initiative. Due to Valley Vision's central role in regional planning matters, its expertise in conducting objective research and findings, and its ability to convene and coordinate multi-stakeholder initiatives, multiple regional partners have jointly subcontracted with Valley Vision to act as the intermediary to facilitate joint planning efforts.



### Plan Objectives

Consistent with the WIOA and the State Plan, the WIB has developed its Local Plan based on the State Plan policy objectives:

- Fostering “demand-driven skills attainment”. Workforce and education programs need to align program content with the local industry sector needs so as to provide Yolo County employers and businesses with the skilled workforce necessary to compete in the regional economy.
- Enabling upward mobility for all local residents, including populations with barriers to employment. Workforce and education programs need to be accessible for all local residents and ensure that everyone has access to a marketable set of skills, and is able to access the level of education necessary to get a good job that ensures both long-term economic self-sufficiency and economic security.
- Aligning, coordinating, and integrating programs and services to economize limited resources to achieve scale and impact, while also providing the right services to participants, based on their individualized needs, including any needs for skills development.

#### Key Industry Sectors Identified:

Agribusiness, Good & Beverage  
Production, Arts, Entertainment &  
Recreation, Healthcare and Social  
Assistance, Building & Systems  
Construction, Business Management &  
Support, Transportation, Warehousing, &  
Logistics, Manufacturing, Investment  
Support, Information Technology &  
Telecommunications

These objectives influence local policy, administration, and service delivery as outlined below:

#### Industry Engagement

This Local Plan adopts a dual-customer focus and is intended to provide direction for a system that serves both employers and job seekers. The Local Plan provides the framework for aligning education, training, and employment services with local and regional labor market needs based on industry sector engagement. By aligning employment and training programs to meet the skill demands of employers in key industries driving local and regional economy. The intent is to create career ladder opportunities for new hires and incumbent workers based on coordinated efforts identified through strong employer engagement, industry recognized training, supportive services, and basic skills remediation where necessary.

#### Serving Individuals with Barriers to Employment

WIOA and state law mandate that services be provided to individuals with barriers to employment. Additionally, Yolo County places a high priority on serving vulnerable populations with barriers to employment. The WIB emphasis will be to serve both employers and job seekers, including those with barriers to employment by aligning training, education, and employment services with key industries driving the local and regional economy. Local service strategies will include the provision of remedial education services, which may include services

designed to improve literacy and numeracy, English language literacy, as well as reengagement services for high school dropouts. Barriers to employment will be addressed to assist individual participation in training and education programs that are aligned with employer needs.

#### Job Placement in Quality Jobs

The intent of the WIB is to coordinate the development of a local workforce system that provides access to basic and individualized career services which may include industry recognized training to job-seekers with the goal to obtain and retain unsubsidized employment leading to self-sufficiency. In addition, job placement strategies should consider “placement in a job providing economic security or job placement in an entry-level job that has a well-articulated career pathway or career ladder to a job providing economic security. As such, the local plan partners and providers are encouraged to make it a priority to work with employers who offer jobs with good wages and benefits, support for ongoing skill training and employee advancement, and good working conditions. This will be accomplished by aligning and coordinating the employment and training resources linked to job opportunities that are connected to key industries driving the local and regional economy.

#### Customer-Centered Services

The WIB recognizes that services provided by Local Plan partners and providers will vary on the basis of customer need. For some, these services will necessarily involve enrollment in remedial basic skills programming prior to, or concurrently with, enrollment in career technical education or job training. For other individuals, participation in job readiness training may be necessary prior to labor market entry. It is important to recognize that individuals with significant barriers to employment may need multiple interventions and access to a menu of services provided over an extended period of time before they will be able to find and enter a good job. However, for other individuals served by the workforce system, especially dislocated workers with an in demand skillset, finding a good job may require only access to information about which employers are hiring in their local area or region.

## Sacramento Local Plan Summary

The SWI has developed its local plan with a clear understanding of the State Policy Framework and its objectives. The State Policy Framework includes three policy objectives:

1. Demand Driven Skills Attainment
2. Enabling upward mobility, and
3. Aligning, coordinating and integrating programs and services

### Key Industry Sectors Identified:

Health Sciences, Life Sciences, Clean Economy, Education and Knowledge, Food and Agriculture, Construction, Information and Communications Technologies

Seven strategies:

1. Sector strategies
2. Career pathways
3. Organizing regionally
4. Earn and learn models
5. Supportive services
6. Building cross-system data capacity
7. Integrating services and braiding resources

And two primary goals:

1. Producing a million “Middle Skill” industry valued and recognized postsecondary credentials
2. Doubling the number of apprenticeships statewide between the years of 2017 and 2027

## NCCC Local Plan Executive Summary

North Central Counties Consortium (NCCC) is the entity that receives Workforce Innovation and Opportunity Act (WIOA) Funding. The NCCC workforce area serves the counties of Colusa, Glenn, Sutter and Yuba. The operating structure of NCCC is a Joint Powers Authority between these counties and is overseen by members of the Board of Supervisors from each of the four counties. This Governing Board in turn appoints members of the Workforce Development Board to co-run the consortium.

Consistent with the WIOA and the State Workforce Development Plan the NCCC Workforce Development Board (WDB) is presenting this plan to outline the efforts and accomplishments in developing a workforce delivery system that includes:

### Key Industry Sectors Identified:

Agribusiness/Food Production,  
Transportation and Warehousing,  
Healthcare & Social Assistance

- Fostering "demand-driven skills attainment". Workforce and education programs must work towards aligning program content with the local industry sector and business needs in order to train a skilled workforce for area employers.
- Enabling upward mobility for all local residents, including populations with barriers to employment. Workforce and education programs must be accessible for all local residents to ensure that everyone has access to a marketable set of skills, and is able to access the level of education necessary to get a good job that ensures both long-term economic self-sufficiency and economic security.
- Aligning, coordinating, and integrating programs and services to economize limited resources to achieve scale and impact, while also providing the right services to customers, based on each customer's individualized needs, including any needs for skills-development.

NCCC's Governing Board and Workforce Development Board are committed to building a stronger workforce system within the counties of Colusa, Glenn, Sutter and Yuba. Strategies to accomplish these goals are below.

- Working with local and regional partners from industry and businesses; those working to advance the workforce, social services and education and those entities serving special populations, NCCC will build stronger partner

relationships and a system network to comprehensively serve job seekers and employers. NCCC will continue to identify and develop new partnerships and continue the successful partnerships in place.

- NCCC will continue to increase access to employment opportunities for job seekers through the OneStop system in each of the counties, making all services available.
- NCCC will support demand-driven skill attainment and identify career pathways for job seekers.
- NCCC will align resources to build a high skill workforce for employers, support trainings leading to industry-valued credentials and licenses.
- Identify and conduct labor market resources and industry studies for the benefit of all partners to understand the growth of industry, emerging industry and training needs and to help targeted resources towards growth.
- NCCC will work to increase and develop more employer based earn and learn training opportunities for job seekers and employers through understanding the needs of the businesses.

NCCC will conduct evaluations of programs and performance to better serve the workforce system and meet the goals of all the partner programs.

## Golden Sierra Local Plan Summary

In preparation for WIOA implementation the Golden Sierra Workforce Development Board (GSWDB) reviewed the Act and the subsequent regulations. Based on these documents the GSWDB create a matrix of items requiring completion in order to successfully transition from the Workforce Investment Act (WIA) to WIOA. One critical task identified was a review of the current vision and mission to ensure that the Board's strategy and tactics would be in alignment with the goals of the new legislation and the revised State plan. Through a series of system inclusive partner meetings which began in April of 2015 a new vision and mission were developed and proposed to the board. In November of 2015 the GSWDB adopted the following:

### Key Industry Sectors Identified:

Healthcare and Social Assistance, Arts, Entertainment, and Recreation, Building and Systems Construction, Business Management and Support, Investment Support, Information Technology and Telecommunications, Manufacturing, Transportation, Warehousing, and Logistics, Agribusiness, Food and Beverage Productions

### **Vision:**

A fully integrated workforce system that capitalizes on the expertise of industry and workforce partners to continuously meet the needs of business, and facilitate pathways to success for students, workers and job seekers.

### **Mission:**

The Golden Sierra Workforce Board convenes industry leaders and key partners to identify workforce initiatives, create innovative solutions, and measure the success of systems' ability to meet industry and workforce needs.

This new vision clearly reflects the principles of WIOA as well as the Board's intent to build a collaborative system that integrates the services of the independent partners for the greater good which includes meeting the needs of business and targeted populations, therefore, leading to regional economic growth and self-sufficiency.

The Board's mission outlines its systems building strategy concisely and includes meeting its goals by working regionally to convene key industry leaders, identifying differences unique to the Golden Sierra sub-region, braiding system services then measuring the effectiveness of those services for the purposes of continuous improvement.

In addition to adopting new vision and mission statements the GSWDB transition plan included holding a planning retreat. This retreat took place in September of 2016. The retreat resulted in the adoption of a local framework supporting the local vision and mission. The GSWDB framework includes 5 strategic areas in which to apply practical actions over the next year toward reaching State and local outcomes. The actions will be evaluated annually and modified as necessary to ensure the local plan aligns with the RPU and the state plan.

The GSWDB framework ensures action by marking each quarter with specific tasks that meet defined outcomes verifying the Board's progress toward meeting its success measures annually.

These measures build the local system while ultimately assisting the partners in meeting the goals relating to the WIOA performance accountability indicators described in 20 *Code of Federal Regulations* Notice of Proposed Rulemaking 677.155(a)(1).

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## East Bay Regional Planning Unit – Regional Workforce Plan Summary:

### Key Industry Sectors:

Healthcare; Advanced  
Manufacturing; Transportation  
and Logistics; Information and  
Communication Technology;  
Biomedical Manufacturing

The East Bay Region of California is a sub-region of the nine county San Francisco Bay Area, one of the most productive and prosperous regions on the planet. The sub-region consists of Alameda and Contra Costa Counties, represented at the local level by the Alameda County Workforce Development Board, Oakland Workforce Development Board, the Richmond Workforce Development Board, and the Workforce Development Board of Contra Costa County.

This area goes as far north as Concord and south to Fremont, which is the northern tip of the Silicon Valley. Easternmost city boundaries include Livermore in Alameda County and Brentwood in Contra Costa County. Both Richmond and Oakland lay on the westernmost boundary of the region.

The two-county region is home to more than 2.5 million residents and has an abundance of natural, physical, and institutional resources, including three national labs, University of California Berkley, and the Port of Oakland, which alone accounts for 10,000 direct and 18,000 indirect jobs in the region. Combined with high educational attainment levels among its population and an abundance of company headquarters, the sub-region is an economic growth mecca. But amid these assets, the sub-region also has its share of challenges, including infrastructure issues typical of urban communities, the high cost of housing and overall cost of living, mismatches between where services are based and where they are most needed as prosperity results in shifts in where people in need reside, and distressed communities where a disproportionate percentage of the residents lack the skills and knowledge to effectively compete in the labor market.

The East Bay's four local areas have a long history of collaboration, and created **EASTBAYWorks** in 1997 as a vehicle to align services and leverage workforce resources across the region. This plan reflects the East Bay regional partners' ongoing and deep engagement with industry and individual employers; secondary, post-secondary, and adult education systems; organized labor; community based organizations; economic development; and other partner agencies to ensure the region has the talent required to fuel its growth and residents have access to the skills they require to fulfill their career aspirations.

The current generation of workforce strategies and initiatives were shaped in part by several years of economic turmoil. The Great Recession had a tremendous adverse impact on the East Bay Region – 10 percent of all jobs were lost, with the construction, real estate, financial services, manufacturing, and retail industries suffering the most acute losses. Recognizing that a true economic recovery would require active and aligned interventions from government,



education, economic development, industry and workforce development, enlightened leaders from across those sectors began planning for the future even as the recession continued unabated. The goal was two-fold: first, to lead the East Bay Region toward economic recovery and, second, to future-proof the economy so the region could better withstand inevitable ups and downs. These efforts were bolstered by trends in workforce development, particularly emerging work in sector partnerships and career pathways, and education reform that focused on industry-valued and stackable credentials, student persistence, and competency attainment.

The East Bay Region has a coordinated workforce strategy anchored by five broad-based sector partnerships, several interconnected career pathway initiatives, and a network of 14 American Job Centers. To support the regional alignment of the East Bay workforce system, the local workforce boards have co-invested in a Regional Coordinator to represent the collective interests of the boards in regional initiatives, expand strategic capacity, ensure service alignment, accelerate the region-wide implementation of best practices, and manage the **EASTBAYWorks** brand.

At the heart of **EASTBAYWorks** are the 14 American Job Centers located in the region, collectively serving over 80,000 job seekers and nearly 2,000 employers each year. A major focus of the collaborative work of the region has been and will continue to be aligning and strengthening services across the centers, and ensuring that staff have the latest intelligence and best possible resources available to connect job seekers to employment, and employers with the talent they require to grow and flourish in the East Bay Region.

Sector-driven partnerships are a primary strategy leveraged by the East Bay regional partners to inform the region's workforce development efforts. Under the brand *East Bay SlingShot*, the partners are actively working with industry, economic development, education, organized labor, and community partners to design and implement employer informed strategies that move workers into growth industries with opportunities for advancement.

Over 90 percent of businesses in the East Bay region have less than 100 employees, and collectively employ a third of the region's workforce. The partners invite and value the participation and perspective of those business on their workforce boards, and consider it a shared priority to connect them to the workforce resources that are essential to their growth. The boards all have long standing relationships with the East Bay Economic Development Agency (EDA), and the boards' leaders participate on the EDA committee dedicated to small business development. Additionally, both Richmond and Oakland host newly formed Contractors' Resource Centers to support skills development for contractors aspiring to get licensed to do business in the region's construction industry, the Contra Costa Workforce Board hosts the county's Small Business Development Center, and the Alameda Workforce Board recently held its first annual Small Business Resource Symposium to connect companies to state and local resources, educate them about tax incentives and applicable laws, and assist them with their workforce needs.

In addition to sector partnerships and support for small and emerging businesses, several other aligned efforts inform the East Bay Region's collective workforce development priorities, and contribute to the range of services offered to support economic mobility for individuals and spur economic growth for businesses. Primary among these is the [\*Strong Workforce Program\*](#), led by the Bay Area Community College Consortium. This regional planning effort engages the colleges, local workforce boards, adult education, and other partners to identify training requirements across industry sectors. As part of this work, nearly sixty (60) regional joint ventures have been identified, primarily focused on enhancing training in areas where there is a concentration of both data-informed, employer validated need and an opportunity to support a career pathway for individuals currently outside the economic mainstream.

The East Bay Region partners also recognize there are individuals with barriers to employment that go beyond technical skills, and have been working in their local areas and collectively to enhance services for those individuals. To this end, in addition to the region-wide efforts outlined above, there are several projects underway that encompass one or more of the local workforce boards in the East Bay Region. These projects engage a range of partners including: K-12 and postsecondary education systems, community-based organizations, probation and parole offices, advocacy coalitions, and other groups. These partners are part of the complex ecosystem committed to creating and delivering solutions that help individuals meet their career goals and business connect to the talent they require to flourish – to ameliorate a wide range of workforce challenges faced by individuals in the region. While developing this summary of their collaborative work, the partners came together to consider the next phase of their joint efforts. They have identified three broad areas where they will focus their attention regionally, which are described in more detail in the final section of this report:

- **Common operational practices** to support a more seamless customer experience and facilitate economies of scale.
- **Strategic service alignment** to maximize program participation and completion rates, credential attainment, and employment outcomes for in-need populations, as well as better coordinate employer services.
- **Enhanced regional tracking** to monitor and improve workforce development activities, with the goal of creating an unprecedented level of community-wide accountability and shared commitment for outcomes for all partners.

## Richmond WDB Local Plan Summary

The vision of the Richmond Workforce Development Board (RWDB) states: “The Richmond Workforce Development Board will, through private industry and public agency partnerships, contribute to the economic growth of the Region by promoting and overseeing a flexible and responsive workforce system, which aligns jobseekers’ skills with current and future employer needs.”

The RWDB will serve the needs of employers and workers in Richmond and the surrounding region by working with key partners from city government, business, industry, education, economic development, organized labor, and community organizations to develop innovative ways to identify and address those needs. The RWDB will ensure a continuum of education and training opportunities that support a skilled workforce, provide education and workforce training to give youth the opportunity to achieve their career goals, and contribute to the success of local business through a range of direct services.

### Key Industry Sectors Identified:

Health Care Services, Hospitality and Tourism, Retail, Education and Training, Construction Materials and Services, Business Services, Information and Communication Technologies, Financial Services and Real Estate, Social Services

## Goals for Preparing an Educated and Skilled Workforce

The primary goals of the RWDB in regard to the preparation of an educated and skilled workforce include the following:

- **Strengthen Services for Those with Barriers:** address and determine appropriate pathways for low-income adults and youth who have limited skills, lack work experience, and face other barriers to economic success.
- **Earn and Learn:** focus on work-based training strategies and employment approaches to benefit low-income individuals. Work-based training provides adults and youth with barriers the chance to earn income while also receiving training and developing essential skills that are best learned on the job.
- **Engaging Businesses:** collaborate with businesses to determine local hiring needs, design innovative initiatives and trainings that are responsive to those needs, and start candidates on a career path.
- **Engaging Labor Unions:** collaborating with local labor unions to help improve employee representation essential for high quality jobs and strengthening apprenticeship programs as a critical route to developing needed skills.
- **Promoting Project ACES (Accelerating Careers through Essential Skills):** work with businesses and educational institutions to design and offer candidates necessary and in-demand work ethic and learning opportunities, contributing to the creation of a pipeline of candidates with essential skills businesses require.
- **Strengthening Partnerships:** collaborate with key/core partners to streamline education and training opportunities for candidates, and address basic skills deficiency through coordinated services with Title II – Adult Education & Literacy.
- **Assessing the Labor Market:** survey business and labor market data to drive in-demand services to businesses and candidates.

- **Measuring Performance:** continuously evaluate trainings, employment, and earnings outcomes to ensure excellent services and positive economic impact.
- **Designing Career Pathways:** design and deliver pathways that prepare candidates to reach their full career potential.
- **Establishing a local workforce system** that enables economic growth and shared prosperity based upon innovation, job quality, and well-paid employment, with support for ongoing skill training and advancement.

The Richmond Workforce Development Board recognizes that not all jobs are good jobs and that education and training alone will not solve the problem of poverty. For this reason, it continually seeks to develop strategies and policies that enable people to gain and retain good jobs that offer economic security, or place them in an entry-level job with a well-articulated career pathway or career ladder to a job providing economic security.

### **Strategic vision to support regional economic growth and economic self-sufficiency. Current**

Context: Entering into 2017, the City of Oakland – along with the rest of the San Francisco Bay Area – has been experiencing several consecutive years of rapid economic growth and job creation. Population and employment levels have expanded well beyond pre-recession levels, with the total number of jobs in the City of Oakland rising from 155,000 in 2010 to 200,200 by 2017. The unemployment rate of residents dropped from a high of nearly 17 percent in 2009 to 4.7% by the end of 2016, with a slight upward bump in January 2017 to 5.1%. While maintaining and even growing its historic strength as the Bay Area’s major health, transportation and logistics hub, Oakland has also gained local and national attention for other industries and attributes, including its thriving arts scene, solar and green energy cluster, food production, “maker” movement, and a unique character and lifestyle that reflects the diverse and engaged population for which the City has long been known.

#### **Key Industry Sectors Identified:**

Advanced Manufacturing, Construction, Government, Healthcare, Hospitality, Leisure, and Retail, Information Communication Technology, Transportation and Logistics

As a whole, local businesses are thriving to such an extent that room to grow has become a challenge, as industrial, downtown office and retail vacancies have all reached record lows. Commercial rents are on the rise, putting pressure on many nonprofits and local businesses. Rising market rents for residential and commercial space has spurred new investment in Oakland, but a variety of factors – including rising costs of construction – have held back development that could meet new demand. And the development pipeline is growing. More than 2,000 new housing units are under construction or recently completed, with another 17,000 approved or in pre-development discussions. And following investments in the rehabilitation and repurposing of pre-existing space for commercial and office uses, new office construction is planned for the first time in seven years.

Just as new economic opportunities seem to be emerging and expanding in Oakland, growth is not benefitting its residents and businesses equally, making the newfound interest and investment in Oakland a mixed blessing. The City’s location at the center of the Bay Area, the nation’s most thriving and expensive metropolitan region, has amplified pressures on local property market values, resulting in many low-income residents experiencing a heightened level of economic insecurity. The economic boom has brought positive changes to some neighborhoods, yet community members and City representatives alike are concerned about Oakland’s long-term affordability, diversity, and ability to extend and share economic prosperity. Unemployment disparities between demographic groups are on the decline – for example, African-American unemployment is estimated to have fallen from 25% in 2013 to as low as 9% in 2015 – yet gaps stubbornly persist among different ethnic groups<sup>3</sup>. Indeed, despite an overall rise in employment and wealth, Oakland’s citywide poverty rate of 20%<sup>4</sup> has changed little in the last decade and remains higher than the national poverty rate of 15%, pointing to a growth in income inequality within the city. The school district is improving rapidly and has many high-

achieving schools, but too many young people still drop out. High crime rates continue, suggesting that many in Oakland remain disconnected from opportunities to find quality work. In sum, the city's current landscape makes the work of the Oakland Workforce Development Board (OWDB) at once more essential – and more daunting – as the City of Oakland and its residents strive to move forward during these unprecedented times and circumstances.

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## Contra Costa Local Plan Summary

The Workforce Development Board of Contra Costa County (WDBCCC), whose jurisdiction includes the entire County with the exception of Richmond City, connects employers to a skilled workforce and helps individuals develop the skills needed to thrive in the workplace. **The WDBCCC** is a 25-member board comprised of business leaders, and representatives from economic development, education, labor, community-based organizations, and public agencies. Appointed by the Contra Costa County Board of Supervisors, members of the Workforce Development Board (WDB) are charged with shaping and strengthening local and regional workforce development efforts, and aligning assets and resources to support the enhancement of a competitive workforce.

### Key Industry Sectors Identified:

Advanced Manufacturing, Biomedical,  
Healthcare, Information Communication  
Technology, Transportation and Logistics

Under the Workforce Innovation and Opportunity Act (WIOA), the WDBCCC is tasked with developing a four-year local plan to provide an overview of the local workforce system and describe the strategies that will be used to achieve specific goals, including fostering strategic alignment, improving service integration among workforce partners, and ensuring the workforce system is industry-relevant. This local plan, in concert with a regional plan jointly developed with the other local areas in the East Bay region, will serve as the strategic roadmap for the implementation of WIOA. Strategic priorities have been identified for the four-year time frame within which it will be in effect, and the framework under which the local workforce system will operate.

These priorities align with the State's three primary policy objectives articulated in California's Unified Strategic Workforce Development Plan. These objectives are as follows:

1. *Fostering "demand-driven skills attainment"* – Workforce and education programs need to align program content with the State's industry sector needs so as to provide California's employers and businesses with the skilled workforce necessary to compete in the global economy.
2. *Enabling upward mobility for all Californians*, including populations with barriers to employment. Workforce and education programs need to be accessible for all Californians and ensure that everyone has access to a marketable set of skills, and is able to access the level of education necessary to get a good job that ensures both economic self-sufficiency and economic security.
3. *Aligning, coordinating, and integrating programs and services to economize limited resources to achieve scale and impact*, while also providing the right services to clients, based on each client's particular and potentially unique needs, including any needs for skills development.

## Regional Context

WDBCCC and its neighboring WDBs (in Alameda County, the City of Oakland, and the City of Richmond) together constitute the Eastbay region. This region is home to a population of 2.1 million and a labor market of 1.3 million in the broader Bay Area region. It is one of the most geographically concentrated areas of technology and



research clusters in the world. With the second and third most populous counties in the Bay Area, Eastbay proves to be one of the largest economic drivers in the region. Relative to the larger Bay Area, Eastbay will make up an average of 28% of each of the projected total job openings in the San Francisco Bay Area Economic Market between 2012-2022.

Contra Costa County benefits from a distinct advantage geographically due to the strength of the economy of the region. Its proximity to San Francisco, Silicon Valley, and some of the top educational institutions in the country provide access to premier research and technological resources. The county's top in-demand private industries in terms of employment are as follows: Trade, Transportation, and Utilities; Educational and Health Services; Professional and Business Services; Goods Producing (of which 40% is in Manufacturing and 60% is in Mining, Logging, and Construction); and Leisure and Hospitality.

As the third largest county in the Bay Area, Contra Costa carries an estimated population of 1.1 million residents. Nearly 14.5% of households in Contra Costa live below the federal poverty line. US Census Bureau estimates show that 24% of the population is foreign-born, with 34% of the population five years and older speaking a language other than English in the household. Of foreign-born residents, most are from Asia (44.7%) or Latin America (40.7%). Resultantly, of the 34% of the population speaking a foreign language, 52% speak Spanish, 28.4% speak Asian and Pacific Islander languages.

### **WDBCCC's Vision, Mission and Strategic Direction**

The Workforce Innovation and Opportunity Act (WIOA) encourages local boards to provide leadership and to deliver on strategies that support business competitiveness and growth, as well as strategies that assist our residents to acquire skills valued in the labor market. The WDBCCC is embracing this vision and has leveraged the creation of this local plan to develop a roadmap that will result in an aligned and responsive set of seamless services to employers and job seekers and support the economic growth and prosperity of Contra Costa County. It is the **vision** of the WDBCCC to support a network that creates and promotes dynamic education systems, high-performing business, and a prosperous local economy with an abundance of high-quality jobs and skilled workers to fill them. The WDBCCC **mission** is to promote a workforce development system that meets the needs of businesses, job seekers, and workers to support a strong and vibrant economy in Contra Costa County.

To meet the objectives set forth by the organizational vision and mission, the WDBCCC staff identified specific goals in four strategic areas: Business Services, Adult Strategies, Youth Strategies, and Administration.

## Alameda County Workforce Development Board Local Plan Summary

**The Alameda County Workforce Development Board (ACWDB)** is a 27-member business-led group, appointed by the County of Alameda Board of Supervisor and legislated through the Workforce Innovation and Opportunity Act (WIOA). ACWDB is charged with strengthening workforce development efforts in Alameda County (outside the city of Oakland), setting program policies in alignment with WIOA, and providing administrative oversight of service providers responsible for implementing programs for youth, adult, dislocated and incumbent workers, and employers in Alameda County.

### **ACWDB's Mission and Strategic Direction**

ACWDB's mission statement is: "To provide employers and job seekers with universal access to tools, resources and services that assist them with obtaining their employment and business goals."1 ACWDB sets the strategic direction for workforce development in Alameda County and convenes employers, workforce development professionals, economic development partners, educational partners and providers, and other related stakeholders to set and implement local priorities that contribute to workforce development. Through its America's Jobs Centers of California (AJCC), ACWDB provides direct support to jobseekers through a wide array of employment, training, and referral services, and utilizes the workforce development system to engage local employers, understand their hiring needs, and pipeline talented candidates into local businesses. Through its many discretionary grants and initiatives, ACWDB's legacy of success continues to distinguish itself in addressing the special needs of industry/employers as well as the Veterans, long-term unemployed, and the returning citizens' populations.

#### **Key Industry Sectors Identified:**

Healthcare and Social Assistance,  
Professional, Scientific, and Technical  
Services, Construction, Advanced  
Manufacturing/Transportation &  
Warehousing

Standing firm on its commitment to a job-driven system, ACWDB provides business services through a unique two-tiered structure designed to engage employers in Alameda County. An internal and dedicated Business Services Unit (BSU) provides Tier I services. The BSU offers customized and cost-effective solutions such as: providing opportunities for customized trainings to meet the needs of employers, Business Assistance Program for advanced manufacturing companies, Rapid Response and Lay-Off Aversion Services, access to regional and economic development information, including Labor Market Information (LMI), business referrals and networking opportunities. The Alameda County Business Development Group (ACBDG) provides Tier II services on the behalf of ACWDB as the Employer Services Hub (ESH), and provides full scope business services to employers in Alameda County. ACBDG facilitates access to tax incentives, such as the Workforce Opportunity Tax Credit (WOTC), On-the-Job Training (OJT) and Customized Training (CT) opportunities and coordinates with AJCCs to create a venue for on-site recruitments, and business-to-business networking opportunities.

Furthering its commitment to employers and industry partnerships in the region, ACWDB is an ongoing and dedicated partner of the East Bay SlingShot Initiative (EBSSI), in partnership with the Workforce Development Board of Contra Costa County and the other local workforce

development boards (LWDBs) in the region. EBSSI aims to strengthen regional economic prosperity and improve income mobility by creating stronger relationships between employers and community partners in the region's key industries: Health Care, Information Communications Technology (ICT), Biomedical, Advanced Manufacturing and Transportation/Logistics.

### **Regional Context**

ACWDB and the neighboring WDBs (in Contra Costa County, the City of Oakland, and the City of Richmond), together constitute the East Bay Regional Planning Unit (RPU). In this booming part of the San Francisco Bay Area, multiple industries are projected to exponentially grow over the next eight to ten years, including Construction and Information Services.<sup>2</sup> Job openings are projected to increase in Health Care and technical trades. While the East Bay expects this growth, it also foresees challenges in serving its diverse population. The region is incredibly diverse in its racial composition and boasts high educational attainment levels (49.9% of individuals have a Bachelor's degree or higher).

However, ACWDB faces multiple challenges to serving individuals with barriers to employment. 28.0% of Alameda County's population consists of immigrants and 16.7% of the population, speaks English less than "very well."<sup>3</sup> These figures bring implications for how cultural sensitivity and translation services must be integrated into service delivery strategies. Over 72,000 households receive cash public assistance or food stamps and 12% of individuals live below the poverty level. Given the increasing cost of living and growing skills and knowledge requirements for jobs, the approximately 400,000 individuals with only a High School diploma may face barriers to obtaining livable wage jobs. ACWDB is tasked with aligning employment and training services to fit the individual needs of jobseekers and to support local employers with talent. It is through this Local Plan that ACWDB provides the strategies and insights needed to further close the gap to employment and continue to boost economic growth across Alameda County and the East Bay region.

### **Vision of the Local Plan**

This 4-year Local Plan serves as a strategic road map to develop a job-driven workforce system in Alameda County. It aligns with the strategies set forth in the East Bay Regional Plan to support economic growth, while facilitating increased access to training and workforce development programs across the East Bay. It is ACWDB's aim to utilize this plan to further drive income mobility to jobseekers, dislocated and incumbent workers, and individuals with barriers to employment. ACWDB will also utilize the Local Plan as a foundation for proactively engaging employers in Alameda County to facilitate growth and an active supply of qualified workers

This Local Plan articulates ACWDB's strategies to implement the State's three primary policy objectives articulated in California's Unified Strategic Workforce Development Plan. These objectives are as follows:

1. *Fostering “demand-driven skills attainment”* – Workforce and education programs need to align program content with the State’s industry sector needs so as to provide California’s employers and businesses with the skilled workforce necessary to compete in the global economy.
2. *Enabling upward mobility for all Californians*, including populations with barriers to employment. Workforce and education programs need to be accessible for all Californians and ensure that everyone has access to a marketable set of skills, and is able to access the level of education necessary to get a good job that ensures both economic self-sufficiency and economic security.
4. *Aligning, coordinating, and integrating programs and services to economize limited resources to achieve scale and impact*, while also providing the right services to clients, based on each client’s particular and potentially unique needs, including any needs for skills development.

## North Bay Regional Planning Unit – Regional Workforce Plan Summary:

### Key Industry Sectors:

**Healthcare & Social Assistance;  
Manufacturing; Retail;  
Construction; Hospitality &  
Tourism; Professional, Scientific,  
and Technical Services**

The North Bay Regional Planning Unit (RPU) is comprised of the counties of Lake, Marin, Mendocino, Napa, Solano and Sonoma. Within the RPU, the Workforce Alliance of the North Bay is a Joint Powers Agency representing three counties (Marin, Napa, Lake) under one workforce development board. Each of the other member counties operates its own workforce development board. Mendocino County is currently exploring the possibility of joining the Alliance, but a final decision

will not be made until June 2017. The North Bay RPU is also commonly referred to as NBEC, or the North Bay Employment Connection, and has been collaborating regionally since 2000.

The geographic spread of the RPU is vast, covering 9,498 square miles and stretching from Marin County just north of the Golden Gate Bridge northward over 180 miles through Sonoma and Mendocino Counties on the Pacific Coast, and through Solano, Napa, and Lake Counties on the eastern border of the RPU. These six counties are home to 1.44 million people and approximately 147,000 businesses.

The regional planning partners who took part in the development of the plan include the following required parties:

- Industry sector leaders, including associations, business organizations, and organized labor from the region's priority industry sectors
- Regionally organized Local Boards
- Local economic development agencies
- Regional consortia of community colleges
- Regional consortia of adult education providers
- Representatives of K-12 Career and Technical Education (CTE) programs funded by either federal Perkins funds or various state-specific CTE funding streams
- Department of Rehabilitation

In addition to the above organizations, input was solicited from county welfare agencies, EDD, elected officials, community based organizations serving those with high need and barriers to employment, youth serving organizations, staff, and other interested parties. Stakeholder input sessions were held throughout the region in every county in fall 2016, including at meetings of local workforce boards, community college Strong Workforce sessions, chief local elected official meetings, and partner convening's.

NBEC has engaged a nationally renowned technical assistance consultant, Lindsey Woolsey, to guide the launch of SlingShot Industry Sector Partnerships (ISP) in the region. Through initial launch forums, NBEC will strive to identify Business Champions to take the lead on advising and collaborating with education, training, workforce development, and economic development partners to address specific industry needs. Representing the interests of fellow business stakeholders, they will advise partnering entities on the creation of new workforce development approaches and help identify other key industry priorities. Ideally, the Business Champions will engage and recruit other high profile industry leaders to promote strategies and initiatives aimed at addressing the major challenges of key North Bay industry sectors.

NBEC has committed to the following:

1. Establish Industry Sector Partnerships.
2. Identify/recruit Business Champions for selected industry sectors.
3. Deploy a region-wide staff capacity-building training program focused on new effective and sustainable business engagement practices.
4. Elevate staff knowledge of specific industry sector workforce development systems and opportunities to create "Sector Specialists."
5. Implement new technology for coordinated business engagement.
6. Host two regional summits to highlight the economic and community benefits of ISPs.

## Sonoma County Local Plan Summary

The Sonoma County Workforce Development Board (WDB) is pleased to share their 2017-2020 Local Workforce Development Plan.

Sonoma County is located 30 miles north of San Francisco with a population of 502,146. Most of the residents are in the 40-54 years age bracket followed by those aged 25-39. In 2016, Sonoma County had a labor force of 260,000 with 252,300 employed and 9,700 unemployed. Sonoma County's unemployment rate as of November 2016 was 3.7%. The Sonoma County WDB serves as a strategic leader and convener of employers, workforce development professionals, education providers, economic development agencies and other stakeholders to drive innovation and to align education, workforce and business. The WDB is dedicated to identifying and promoting workforce development strategies that positively impact regional and local economic growth and self-sufficiency.

### Key Industry Sectors Identified:

Government, Health Care & Social Assistance, Retail Trade, Leisure & Hospitality, Professional & Business Services, Manufacturing, Construction, Administrative & Supportive Services

The guiding principles of the WDB are:

- Vital partnerships are strengthened between business, economic development, education, labor, and community;
- Employers are valued as the pivotal link in our workforce development system; and
- Job Link is our One Stop Center for lifelong education, training and job readiness programs to meet the ever-changing needs of area job seekers and employers.

The WDB has developed strategic activities to support the principles defined by the Workforce Innovation and Opportunity Act (WIOA) and California's State WIOA plan.

These principles include:

- Fostering “demand-driven skills attainment” by aligning program content between workforce and education with local industry needs to provide Sonoma County employers and businesses with a skilled workforce.
- Enabling upward mobility for all Sonoma County residents, including members of the “hardest to serve” population with barriers to employment. Making workforce and education programs accessible ensures that Sonoma County residents have marketable skills and a level of education that will lead to self-sufficiency and economic security.
- Aligning, coordinating, and integrating programs and services to use resources to achieve scale and impact while providing the needed services to clients based on their needs.

Much of the work the WDB does is through its America’s Job Center of California, Job Link. Job Link provides job seeker services to those looking for employment and assists local businesses in finding a qualified workforce.

Sonoma County is fortunate to have strong partnerships with education, community based organizations, labor, economic development, professional associations, leadership groups, and

business. These partnerships allow the WDB and Job Link to provide a high level of service that contributes to the county's economic wellness and its residents' self-sufficiency.

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## Solano County Local Plan Summary

The public/private partnership between the County of Solano Board of Supervisors and the nonprofit Workforce Development Board of Solano County Inc. (WDBSC) is intended to carry out a “shared vision/shared strategy” that can build and sustain a *skilled workforce*, a *vibrant economy*, and a *shared prosperity* for the resident workforce and business community of both Solano County and the North Bay region.

### Key Industry Sectors Identified:

Healthcare, Advanced Manufacturing

This strategic vision elevates expectations for all workforce development entities in the County in order to:

- Best align and integrate service delivery for jobseekers, incumbent workers and businesses;
- Assure appropriate and timely-delivered services for all jobseekers, especially those with barriers to employment;
- Expand the quantity of qualified workers for local/regional businesses, and in so doing support regional growth for the business sector;
- Promote individual and familial self-sufficiency; and
- Best assure a positive return on investment (ROI) for all public resources invested and expended.

This basic vision is *aspirational*, with reliance on WDB leadership and a strengthened public/private partnership between businesses and workforce development service providers.

### Job#1: Preparation of an Educated and Skilled Workforce

This Solano Local Plan intends to squarely address the “supply and demand” equation found within the County and regional work force equation.

Supply is to be addressed in both *quantitative terms* (i.e. is there a sufficient number of available and qualified workers/jobseekers), and *qualitative terms* (i.e. do the workers/jobseekers possess the needed hard/soft skills for in-demand occupations.)

Career pathways will serve as well-conceived and jointly-undertaken “maps” for businesses, education/training/employment entities, and jobseekers/workers to navigate - to address demand and fill supply, with an educated and skilled workforce.

### A Commitment to Our Shared Customers

The criticism remains that publicly-funded workforce development programs are not as fully responsive as needs may indicate for either workforce participants or employers. Services are not sufficiently targeted, resources are poorly invested, outcomes are subpar (if and when measured), the ultimate “consumers” (i.e. businesses) are not being provided what is needed; and/or workers’ economic standing is not being enhanced.

This Solano Plan intends that service delivery across all workforce development providers be customer-driven and customer-centered. Continuous improvement efforts will center on this principle.

### **Support of State and Regional Strategies**

Within this framework the WDBSC will support both the Governor's "California Unified Workforce Development Plan" and the Northern San Francisco Bay Area "WIOA Regional Plan" - so as to strategically:

- Align and integrate federal education, employment, and training programs;
- Guide investments to ensure that training and services meet the needs of businesses and job seekers;
- Apply consistent, job-driven training strategies across all relevant federal programs; and
- Engage economic, education and workforce partners in improving the workforce development system.

### **Local Operational Approaches**

The WDBSC will further undertake the following initiatives to benefit Solano's workforce and business community - so as to operationally:

- Convene, support, and participate in regional efforts;
- Work with Community colleges, adult education programs, apprenticeship programs, and economic development programs to build new kinds of integrated, demand-driven programs, including career pathways;
- Effectively engage and build lasting relationships with businesses; and
  - Provide feedback to state institutions, the Legislature, and the Governor about what works and what doesn't.

### **Building the Americas Job Centers of California (AJCC) Collaboration**

A broad base of employers and employer organizations, labor unions, public educational institutions, economic development entities, and community- or faith-based organizations will be successfully engaged through Solano's *center-piece* American Job Centers of California (AJCC) system. While service as a formal signatory party to the AJCC Memo of Understanding (MOU) may remain limited, any/all other workforce development entities can still join in and directly benefit from a connection to the AJCC - without need for written agreements.

### **A Larger "Community of Practice"**

An informal "community of practice" among workforce development practitioners has been initiated in Solano County in part with guidance from the County Board of Supervisors and direct support of a recent State-funded Accelerator 3.0 development grant. The Solano WDB has been charged by the Board of Supervisors to take a lead on implementation of this broadest possible look at bettering the local workforce system.

The "community of practice" will be develop/sustain a larger-scale enterprise involving all interested/committed workforce development practitioners. Relationships and joint initiatives

will be undertaken on a “common playing field” of populations served and services rendered – which still respects individual funding sources/streams, various governance structures, continuance of certain “silos” for programs, various targeted populations to be served, and differing eligibility and planned outcomes.

This community will be a “coalition of the willing” – as a needed community resource that is much more than the mere sum of its parts.

While still in its first stages this expanded set of stakeholders has assisted in the development of this Local Plan’s broad-based strategic vision, as laid out here-in. The group will then assist in critical implementation activities to follow across the four-year life of this Local Plan.

### **Accountability and Metrics – Assuring a Return on Investment (ROI)**

A call to action has been issued to many, if not all of the workforce development practitioners, to be individually and collectively accountable to their customers and funding resources (especially taxpayers); and to adopt publicly-available, outcome metrics that are meaningful and transparent.

The further challenge is to adopt *common* metrics – so program efficiencies/effectiveness can be compared across programs by customers, the public, and policy-makers/decision-makers.

This Solano Local Plan commits to: 1) utilization of the new WIOA performance accountability measures as a minimal starting point (for programs required to use such); and 2) a good faith effort to introduce and test a limited set of new, common measures for the broader set of workforce development entities serving as part of the “community of practice” described above.

### **A Flexible and Adaptable Plan**

Solano’s Plan has a four-year time horizon, and will serve as a living document that, based on experience and changing conditions will be revised over time.

## Mendocino Local Plan Summary

The Workforce Alliance of the North Bay (hereafter referred to as the “Alliance”) was formed in May 2016 as a Joint Powers Agency representing the region of Marin, Napa and Lake Counties. This was a merger of two former workforce boards, the Marin County and the Napa/Lake Workforce Development Boards (WDBs). The Governing Board of the Alliance (as the Chief Local Elected Official) is comprised of two members of the Board of Supervisors from each member county, for a current total of six members. The 25 member Regional Workforce Development Board (RWDB) is comprised of businesses and partner organizations from each member county, and it meets the overall statutory membership requirements. An America’s Job Center of California (AJCC) operates in each member county, as well as several satellite offices.

### Key Industry Sectors Identified:

Diversified Health Care, Specialty  
Agriculture, Food and Beverages, Building  
and Systems Construction and  
Maintenance, Investment Support  
Services, Management and Innovation  
Services, Niche Manufacturing

As of this writing, the Mendocino County Board of Supervisors voted in November 2016 to request that their local workforce area join the Alliance. Research and discussions on this possible merger are taking place, with the Alliance Governing Board set to vote on Mendocino’s request in June, 2017. After consultation with State Workforce Board staff, all parties agreed that this local strategic plan will cover all four counties – Marin, Napa, Lake, and Mendocino.

The Alliance RWDB envisions a sustainable balance between the employment needs of job seekers and the business needs of employers, to ensure a self-sufficient, skilled and diverse workforce in the region. The board understands that economic vitality is characterized by an abundance of well-paying jobs and that the availability of a skilled workforce helps to assure the economic success of businesses and workers.

Consistent with the State of California’s policy objectives, the vision for the Alliance’s workforce development system is anchored in three priorities:

- Fostering “demand-driven skills attainment” via regional sector based career pathways.
- Enabling upward mobility and economic self-sufficiency.
- Aligning, coordinating, and integrating programs and services.

In order to ensure that job seekers and local businesses are well served, and to meet performance accountability goals based on Workforce Innovation and Opportunity Act (WIOA) performance indicators, the Alliance’s strategy is to work closely with RWDBs and organizations, core partners and other stakeholders to align resources in order to foster sector based career pathways and to achieve the strategic vision of the local and regional plan. Furthermore, the Alliance’s work is grounded in labor market information and analysis, qualitative and quantitative information from local businesses and industry groups and other stakeholders.

The Alliance has identified six goals to achieve the above vision:

- Goal One: Stay equipped with the most current labor market analysis, improve the responsiveness of the workforce system to meet the workforce needs of priority sectors within the local and regional economy, provide employers with skilled workers and expand employment opportunity for North Bay residents.
- Goal Two: Work with economic development efforts to improve the quality of services available to businesses, to promote hiring and economic vitality in the region.
- Goal Three: Increase access to workforce services for populations with barriers to employment.
- Goal Four: Re-engage youth disconnected from the education system and labor market to help them achieve academic credentials, transition into post-secondary education, and/or secure living wage employment.
- Goal Five: Streamline and coordinate policy and administration across core partners/funding streams.
- Goal Six: Strengthen policy and programmatic coordination between the workforce system and the region's education system, to ensure that students and graduates are prepared to enter the region's workforce, and are earning industry valued credentials, certificates and degrees.

#### Bay-Peninsula Regional Planning Unit – Regional Workforce Plan Summary:

##### Key Industry Sectors:

Healthcare; Advanced  
Manufacturing; Construction;  
Information Technology;  
Hospitality

The Bay-Peninsula (BP) Region is home to one of the world's most dynamic and innovative economies. It is also home to thousands of people who are disconnected from the region's economic prosperity. In this plan, key stakeholders of the BP Region describe how they are working together to launch industry-driven regional partnerships in sectors that are drivers of the regional economy. Our plan calls for the

development of regional sector pathways for in-demand careers, and promoting access to these pathways for those who are disconnected from economic prosperity. As an administrative entity, the Regional Planning Unit (RPU) is in its infancy. As such, this plan documents efforts to build on existing industry engagement, and to more tightly coordinate and align strategies and pathways developed by the four workforce development boards and their partners. The goals of this plan are the following:

#### **Goal 1: Employers are actively engaged with the regional workforce system that understands and appropriately responds to their skilled workforce needs. (Demand-Driven skills attainment)**

- Develop and deploy a data-driven, collaborative, and replicable industry-driven sector partnership model, building on our SlingShot experience, for identifying and addressing existing and emerging in-demand industry sector workforce needs.
- Coordinate and collaborate with the Bay Area Community College Consortium (BACC) and its employer advisory groups in order to promote on-ramps into the targeted

regional in-demand sector pathways and to better align training curricula and postsecondary credentials with employer demand.

- Assess employers' current needs for upgrading their current (incumbent) workforce and develop an approach for making more earn-and-learn training opportunities available in the target sectors (building on our existing programs and initiatives).
- Build upon previous efforts to engage employer association, economic development, and business partners through coordinated outreach and relationship-building efforts, formalizing our joint utilization of the web Labor Market Information (LMI) mapping platform (EconoVue and Dun & Bradstreet), and establishing a vehicle for sharing real-time labor market intelligence.
- Collaborate with other active professional boards, groups, chambers, and associations, etc. in the region to connect and leverage workforce development opportunities for upward mobility into middle-skill occupations, including opportunities for individuals with barriers to employment.

**Goal 2: Unemployed and underemployed individuals can (a) easily access and participate in workforce services appropriate for their skill levels, barriers to employment, and career goals; and (b) transition into relevant training opportunities to move up in a career pathway in an in-demand sector or occupation. (Upward Mobility)**

- Ensure priority of service and effective outreach strategies for recipients of public assistance, low income individuals, individuals who are basic-skills deficient, and veterans.
- Grow and diversify the labor force available to meet demands from employers for skilled workers through improved access by, and engagement of people with disabilities, immigrants, those who are limited English proficient, veterans, out-of-school youth, foster youth, farmworkers, ex-offenders, older workers (additional target population), and those from populations that are currently under-represented in the target industry sectors.
- Develop regionally coordinated referral systems in collaboration with education providers to address worker needs (including those with English as a Second Language (ESL), disability accommodation, or basic skill remediation needs) and provide on-ramps into career pathways leading to industry-recognized or post-secondary credentials and sustainable careers the target sectors.
- Increase awareness of career pathways in the target sectors and the workforce services available in the America's Job Centers of California (AJCCs) and other access points for relevant services in our region.
- Develop and deploy earn-and-learn and work experience opportunities for job seekers, including but not limited to internships, work experience, on-the-job training (OJT), apprenticeships, and customized training.
- Increase coordination and collaboration between all partners including workforce development boards, community colleges, adult education providers, Career and Technical Education (CTE), the Employment Development Department, Unemployment Insurance, the Department of Rehabilitation, community based organizations, etc.

across program silos to refer job seekers to in demand employment opportunities and to reduce duplication of services.

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**Goal 3: Regional workforce system partners align and coordinate services and resources to create a “no wrong door” employment and training network easily accessed by workers including high need and historically disadvantaged populations such as farmworkers, ex-offenders those who are limited English proficient, out of school and/or disconnected and foster youth (including former foster youth); as well as employers. (Aligning and coordinating program and services.)**

- Identify, adopt, and scale innovative approaches to working together as a region to prepare the workforce in ways that meet industry demands.
- Coordinate access to and provision of appropriate services for job seekers by core partners and other providers (a) through increased staff cross-training opportunities with partners; and (b) by developing a system-wide strategy for tracking referrals, credential attainment, and training related employment outcomes (in partnership with the State as it makes changes to the CalJOBS platform).
- Utilize Workforce Innovation and Opportunity Act (WIOA) Title I funds and leverage additional public and private resources to support professional development of staff and cross-trainings at a regional level as applicable.
- Develop criteria for one-stop certification which ensures the continuous improvement of services through the system and ensures that these partners are meeting the needs of local employers, workers, and job seekers.

For the duration of the planning period, these goals will play a key role in how the Bay Peninsula (RPU), the workforce development boards, and regional Chief Elected Officials (CEOs) guide investments.

These goals also align with California’s Unified Strategic Workforce Development Plan.



## San Jose – Silicon Valley Local Plan Summary

work2future assists businesses and job seekers in meeting the workforce demands and opportunities of a region that is a leader in the global economy. Our strategic vision is to build a coordinated workforce development system that promotes sustainable economic development and global competitiveness in the region and that includes everyone in our highly diverse community to support equitable growth and shared prosperity. We convene a wide range of partners from the worlds of business, education and training, health and social services, government, philanthropy, community-based organizations, and others to achieve this vision. Our overarching goals are to enhance and coordinate employer engagement in the region, to build career pathways and regional sector strategies, to empower the workforce to be more self-sufficient, and to streamline and coordinate services and operations. These goals are in full alignment with the goals articulated in the Bay-Peninsula Regional Plan and the California Unified State Plan.

### Key Industry Sectors Identified:

Manufacturing, Construction, Health Care, Information Technology, Financial Services

As highlighted in the Regional Plan, Silicon Valley benefits from the rapid expansion of the regional economy, notably the highly skilled and innovative technology sector, and high levels of overall job growth. There are over 155,000 employers and a labor force of over 2 million in the Regional Planning Unit

(RPU). More than 70,000 of these employers and nearly half of the labor force are in Santa Clara County, the core of Silicon Valley, making it one of the most economically dynamic local areas in the United States.

Santa Clara County has the largest labor force in the region (1,023,786), almost double that of San Francisco (550,300), the next largest. The median household income (\$102,300) is among the country's highest. The unemployment rate is low—it averaged 3.8% from September 2015 to October 2016—but the underemployment rate is high, at an estimated 16% in 2015, compared to 9.6% nationally and 11.3% statewide, indicating that many individuals are working fewer hours than they would like and/or are working at low wage levels that do not provide self-sufficiency. Often these are educated workers who are unable to find full-time work and who settle for part-time, temporary, seasonal, or contract positions. As such, they are less likely to receive healthcare benefits, placing additional stress on other financial imperatives like housing, transportation, and childcare.

Thirty-six percent of work2future's current WIOA Title I adult participants are basic skills-deficient. 60% are low-income, 60% are over age 45. One-quarter of work2future's adult participants have two or more barriers. However, in Santa Clara County, while only 14.1% of the population is basic skills deficient, the majority (88%) of the basic skills-deficient do not speak English as a first language. (Santa Clara County has a linguistically diverse population. The top three non-English languages spoken at home are Spanish [19.0%], Cantonese/Mandarin Chinese [7.5%], and Vietnamese [6.7%.])

The demographics described above suggest that including linkages between language education and basic skills enhancement (specifically for Spanish, Vietnamese, and Chinese speakers) will be of increasing importance for effectively serving the area's hard-to-serve basic skills-deficient job seekers with Limited English proficiency.

work2future and our partners share a vision for cohesive system-building, streamlining, and cost sharing in our Local Area, though several challenges can make this difficult to accomplish. First, the geographic service boundaries of our partner agencies are not identical, at times requiring a partner agency to engage with multiple workforce boards and/or for us to engage with multiple agencies that provide the same or similar services. Second, many of our government and education programs are still recovering from the fiscal impact of the Global Recession of 2007–2009, which had a detrimental effect on capacity, co-location, and levels of coordination across agencies. We are fully committed to working towards greater levels of co-location (most of work2future's partner agencies currently operate out of separate offices) and resource sharing as we implement WIOA, but we anticipate that it will be a complicated and gradual transition.

Robust economic growth has been accompanied in the last decade, if not longer, by growing income inequality. Santa Clara County has a low federal poverty rate (9.5%) and one of the country's highest median household incomes, yet four in ten adults in the County experience economic instability or hardship in the form of financial insecurity, financial distress, or, most extreme, poverty. The population and workforce characteristics described above are among the contributors to this dichotomy of high median income and significant economic hardship. Many others are systemic or structural—for example, extremely high housing costs, transportation barriers, and changes in the occupational market over time. The work2future board is well positioned to catalyze and convene the efforts discussed in this plan to help address these challenges.

## San Francisco Local Plan Summary

San Francisco's Workforce Development Board (WISB), as designated by statute, has responsibility for the local workforce development system. WISB provides a forum for business, labor, education, government, community-based organizations and other stakeholders to work together to develop strategies to address the supply and demand challenges confronting the workforce and local economic development. The WISB's operational arm is the Office of Economic and Workforce Development (OEWD). OEWD and WISB are referred to interchangeably throughout this plan.

Mayor Edwin M. Lee is the Chief Local Elected Official, and WISB envisions that San Francisco will have an educated and skilled workforce that attracts, retains, and expands competitive industries and enhances the standard of living for all of the City's residents, by supporting regional economic growth and economic mobility. The City & County of San Francisco will implement this vision by building upon its successful sector strategy, a strategy that aligns the city's workforce programs around the needs of local and regional industry growth sectors and through its "access points" strategy that creates training and employment pathways for disadvantaged San Franciscans.

### Key Industry Sectors Identified:

Construction, Healthcare, Information and Communication Technology, Hospitality/Retail

Consistent with the State of California's policy objectives, the vision for San Francisco's workforce development system is anchored in three priorities:

- Fostering "demand-driven skills attainment" via regional sector based career pathways
- Enabling upward mobility and economic self sufficiency
- Aligning, coordinating, and integrating programs and services

The mission of the Workforce Development Division of the Office of Economic and Workforce Development is to build public-private partnerships that create and guide a continuum of workforce services that improve economic vitality for people and businesses. In order to ensure that job seekers and local businesses are well served, and to meet performance accountability goals based on WIOA performance indicators, OEWD's strategy is to work closely with regional WDBs and organizations, core partners and other stakeholders to align resources in order to foster sector based career pathways and to achieve the strategic vision of the local and regional plan. Furthermore, SFWD's work is grounded in labor market information and analysis, qualitative and quantitative information from local businesses and industry groups and other stakeholders.

## San Benito Local Plan Summary

Vision: San Benito County will have a trained, skilled and relevant workforce that meets the needs of local employers and improves the economic vitality of our community.

The Bay Peninsula Region determined goals for the region's workforce development system. We will work with our regional partners on the goals and strategies championed in the Regional Plan. We will also add the following strategies to achieve those regional goals and enhance our local vision:

### Key Industry Sectors Identified:

Agriculture, Health Care, Construction,  
Water, Tourism & Hospitality, Advanced  
Manufacturing,  
Information and Communications  
Technology

- **Regional Goal 1: Employers are actively engaged with the regional workforce system that understands and appropriately responds to their skilled workforce needs. (Demand-Driven skills attainment)**
  - Local Strategy: Integrate “better business services” and “training for high skilled high demand occupations.” Specific strategies are discussed in the appropriate section of the Local Plan below
- Local Strategy: To continue to engage the employer community in the county through an annual survey. The WDB will adjust programs to fit employer needs based upon the results of the survey, and will develop partnerships with economic development and business organizations to ensure that services reach the businesses in the region
- Local Strategy: To partner with the San Benito County Chamber of Commerce, San Benito County Business Council, Economic Development Corporation of San Benito County, San Benito County Farm Bureau, and San Juan Committee on their outreach efforts and hold multiple business roundtables throughout the year, covering the in demand industry sectors listed in the Regional and Local Plans
- Local Strategy: To establish ad-hoc committees to include:
  - Agriculture
  - Health Care
  - Construction
  - Water
  - Tourism & Hospitality (through the established Hospitality Employers Tourism
  - Committee of the San Benito County Chamber of Commerce in collaboration with the Gavilan College Tourism, Retail & Hospitality Program)
  - Advanced Manufacturing (with the San Benito County Business Council and other regional partners)
  - Information and Communications Technology (with regional partners)

- **Regional Goal 2: Unemployed and underemployed individuals can (a) easily access and participate in workforce services appropriate for their skill levels, barriers to employment, and career goals; and (b) transition into relevant training opportunities to move up in a career pathway in an in-demand sector or occupation. (Upward Mobility)**
  - Local Strategy: Establish Training Programs that Create Employable Youth for the Future Workforce. Specific strategies are discussed in the appropriate section of the Local Plan below
  - Local Strategy: Partner with community organizations, educational institutions, and libraries to ensure that those in need are informed of the services provided by the WDB and local resource agencies, and to provide support services to assist those with barriers in pursuing the skills that will lead to sustainable careers
  - Local Strategy: Work with employers, the Small Business Development Center at California State University at Monterey Bay, and Gavilan College to develop Customer Service skill training that is applicable across sectors. This training will develop baseline skills needed to succeed in the industries present in the region and local area
- **Regional Goal 3: Regional workforce system partners align and coordinate services and resources to create a “no wrong door” employment and training network easily accessed by workers including high need and historically disadvantaged populations such as farmworkers, ex-offenders those who are limited English proficient, out of school and/or disconnected and foster youth (including former foster youth);**
  - Local Strategy: Integrate the goal of “full body scan relating to workforce services in our community” and “creating a road map for success.” The Planning Committee members have identified the following industries to be considered high demand in SBC and neighboring counties, through the utilization of a 2016 report from Economic Modeling Specialists, Inc. (EMSI) which is attached to this Local Plan, as well as regional economic analysis which are located in the appropriate section of the Bay Peninsula Regional Plan:
    - Agriculture
    - Health Care
    - Construction
    - Water
    - Tourism/Hospitality
    - Advanced Manufacturing
    - Information and Communications Technology
  - Local Strategy: Tap into funding opportunities to enhance and expand workforce services in our community, giving the Local Board the resources needed to better serve those who have the most barriers to employment. Members identified the following strategies:
    - Establish a Fund Development Committee: To reach out to potential funders.

- Partnering with the Grow San Benito Fund to deliver \$600,000 to local small businesses through Community Rebuilding Funding, as well as to develop and provide entrepreneurial services
- Work with Employment Development Department partners and regional workforce partners to build strong applications for state grant money
- Continue the partnership with the Community Action Board, which focuses on the lower income community in the county, and provides services to those who need additional assistance

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## NOVA Local Plan Summary

NOVA Workforce Consortium is the Workforce Development Board for San Mateo County and seven cities in northern Santa Clara County (Cupertino, Los Altos, Milpitas, Mountain View, Palo Alto, Santa Clara, and Sunnyvale). NOVA is located in the Bay Peninsula Region along with workforce boards representing San Francisco, San Jose, and San Benito County, and geographically is in the center of Silicon Valley. The labor force for the NOVA area is 787,600, and the economy is led by information technology followed by health care. The region is characterized by low unemployment, scarcity of housing, high job turnover, and a high cost of living.

The modern tech company is lean, fast paced, and innovative with rapidly changing demands for skills and talent. Talent shortages are often at the highest skill levels with local companies like Apple, Google, LinkedIn, and Facebook competing globally with smaller companies and startups for top tech graduates. Mid-level workers face constant churn from the "creative destruction" caused by the pursuit of innovation. Lack of affordable housing drives middle-wage residents out of the greater Bay Area, while higher than average wages attract an onslaught of daily commuters.

### Key Industry Sectors Identified:

Information, Healthcare practitioners & technical occupations,  
Professional, Scientific

Driven by this fast-evolving and diverse economy, the NOVA Workforce Development Board established a purpose statement to address the mobile nature of today's workforce. How might we assist workers in an environment where employers need maximum flexibility to hire and shed workers in response to recent innovation and global competition?

NOVA's purpose is to support workforce mobility by easing workers' transitions from opportunity to opportunity throughout their career cycles. To address transitions and maintain economic sustainability in this volatile environment, NOVA provides:

- Real-time labor market information about in-demand skills;
- Skill-building and enhancements to match market demand;
- Navigation tools for the ever-changing and entrepreneurial new labor market;
- Advocacy for necessary infrastructure to support workers between opportunities, such as unemployment insurance for all and portable benefits; and
- Interconnected support system for multiple career pathways for youth.

This purpose guides our work every day. All of NOVA's programs and initiatives are designed around these objectives and board strategies, and grant applications support this purpose or they are not pursued. Regardless of institutional challenges, NOVA is responsive to our local economy and our customers' needs.

Under the Workforce Investment Act, NOVA fostered strong relationships with one-stop partners and other community stakeholders to bring meaningful tools to our shared customers. These efforts included quarterly meetings where we cross-trained staff and negotiated smooth referral processes. With the implementation of WIOA, San Mateo County joined the Consortium and new partners were identified and brought into the stakeholder group. Currently, through the Memorandum of Understanding (MOU) process, these relationships are being formalized in order to specifically address the shared



services and resources for our customers.

All of the core partners under WIOA are represented on the NOVA Workforce Board as well as many of the one-stop partners under WIA. Since the board was functioning well with a private sector majority and exceeding 10 percent representation from organized labor, the entire membership was grandfathered in under the new law. Open seats over the last year and a half have been filled with San Mateo County representatives in order to maintain our geographic and industry balance. See Appendix E for the current NOVA Workforce Board roster.

The NOVA Workforce Board has fully embraced the service model designed under the "integrated services pilot project" as the best method to meet the needs of the region's employers. The NOVA model provides a full menu of services to all customers who choose enrollment and has now been modified to add more individuals to the priority list, including recipients of public assistance and others who are low-income, and individuals who are basic skills deficient, along with veterans.

Through the Board, NOVA has learned to employ the tools prevalent in Silicon Valley culture, namely human-centered design and lean principles. This is how we deliver high quality, just-in-time service to a large number of customers across a broad spectrum of skills, education, and income. We continuously assess the wishes and satisfaction of our customers, both job seekers and employers, and constantly re-design and adjust accordingly with the active engagement and assistance of our Board members.

A key component to meeting the needs of our employer customers is access to real-time intelligence about our regional labor market gathered from Board members, job seeker customers, sector initiatives such as Slingshot and Regional Industry Clusters of Opportunity grants, business associations such as chambers of commerce and the Interactive Advertising Bureau (IAB), and partnerships with recruiters and outplacement firms. This focus on the local economy and our ability to quickly transfer knowledge about demand and career opportunities to our job-seeking customers is our primary value-add to our community as well as to our WIOA partners.

ProMatch embodies NOVA's approach to connecting job seekers with demand careers. Designed for self-selected "professional" job seekers and operated in partnership with the Employment Development Department, ProMatch is a member-run networking program that enables job seekers to use and enhance their technical and leadership skills while unemployed. This program generally serves older, more educated customers whose talent attracts employers with higher skill demands and which also offers a deep bench of alumni willing to share their networks with current members.

The initiatives and goals set forth in this plan were developed with input from our partners and stakeholders and are designed to support the economic growth of the region as well as to promote self-sufficiency among the population we serve as a workforce system.

Customizing our services to meet market demand, winning grant funding to remain relevant despite decreasing formula allocations, and offering ProMatch for professional job seekers – these are the chief differentiators for NOVA among workforce agencies. Together with a professional staff, engaged board members, supportive elected officials, and over 30 years of satisfied customers and their networks, we remain a unique and vital



asset to the Silicon Valley economy.

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## San Joaquin Valley Regional Planning Unit – Regional Workforce Plan Summary:

### Key Industry Sectors:

Healthcare; Advanced  
Manufacturing; Construction;  
Energy & Green Energy;  
Transportation and Logistics;  
Value-added Agriculture

The parties to the Regional Plan are the eight Local Workforce Development Boards within the RPU, which include 7 boards representing single counties (Fresno, Kings, Madera, Merced, San Joaquin, Stanislaus and Tulare) and 1 consortium board representing three counties (Kern, Inyo and Mono). To develop the Plan, the boards initiated a process that included extensive review of existing reports and analyses, individual meetings with key stakeholders, and, to gain the widest possible range of input, a series of 16 regional planning forums, where hundreds of stakeholders from

business, education, economic development and other disciplines shared their thoughts on strategies and priorities for the workforce system. The plan is built upon five simple principles, which represent the values, vision and commitment of the Central Valley's workforce stakeholders. They include: support for the goals of the State Plan; the workforce system is demand-driven; regional sector pathways are the best approach to meeting demand; the workforce system encompasses all stakeholders; and commitment to long-term regional collaboration. The Plan is aspirational, setting forth goals and action steps to achieve real collaboration across geographic boundaries and funding siloes.

**Economic and Background Analysis:** The overall content of this Regional Plan, along with the goals it establishes and the actions it sets in motion, are derived from an intensive review of data and analyses of economic and workforce conditions in the RPU. Key sources included recent reports prepared by Applied Development Economics, Inc. and the State EDD's Labor Market Information Division. While post-recessionary recovery is occurring, it is slower than anticipated in some sectors. However, qualified workers are in short supply for certain key job categories and skill areas. The RPU partners have selected the following sectors as priorities under the 2017 – 2020 Regional Workforce Development Plan: advanced manufacturing; construction (including public infrastructure); energy (including green energy); healthcare; transportation and logistics; and value-added agriculture.

**Regional Sector Pathways:** There are fully developed sector-focused career pathway programs in the Central Valley, many of which were driven by specific requests from and input by industry. Some of these have the potential to be scaled up throughout the RPU. The partners believe in the value of regional sector pathway programs to transform the workforce system into one that is uniquely focused on meeting the skills needed of business, while at the same time preparing new and incumbent workers to gain the skills for in-demand jobs. Over the last several years, at the local level, the WDBs have been focused on target sectors in their areas and a number of sector strategies and initiatives have taken shape. Some of these involve support for hiring, some for training and some for both. A number of projects have included economic development and/or the community colleges in the process of designing and delivering services. The partners are committed to transforming less uniform career pathway processes into more easily replicated ones to support development of regional sector pathways across the RPU. The partners will develop protocols for working with business to assess workforce needs and translate these needs into content for training and services to prepare candidates for jobs. The protocol will include strategies to engage with business, economic development, and education in the regional sector pathway planning and development process.

**Industry-Recognized and Valued Credentials:** The importance of determining industry-valued and recognized credentials has become understood by many business and industry leaders and system stakeholders. Discussions on this topic have begun and the issue has been a central topic during the process leading to the development of the Regional Plan. Still, much work remains. Discussions with businesses and stakeholders have resulted in a wide range of comments regarding the value of various credential throughout the region. While credentials are essential for some jobs, they are optional in other cases. The partners will convene an industry steering committee for each of the region's six target sectors to discuss work-related credentials. The committees will: review and recommend metrics for determining the value of credentials; review existing credentials awarded in the region that pertain to their sector and determine their value; identify credentials that would be desirable for the industry; develop a process for re-confirming the value of credentials over time; and provide recommendations on course content for regional sector pathway programs and other training that will produce the credentials.

**Accessibility and Inclusiveness:** The plan addresses system accessibility and inclusiveness on two levels. The first concerns the approach used to ensure that a wide range of viewpoints were expressed during the planning process, where the second level describes various ways in which the workforce system makes services accessible to all job seekers, including those with barriers to employment. With regard to the inclusiveness of the planning process, the local WBDs reached out to organizations and individuals representing a broad range of stakeholders, including organizations representing groups with significant barriers to employment. The accessibility of services in the region is also notable, with local workforce systems, including education and human services partners, determined to ensure services are located and structured in ways that those who need them can reach them. The partners recognize that community-based organizations must play an important role in outreaching to and serving at-risk target groups.

**Job Quality:** Job quality and quality jobs have dominated several discussions during the regional planning process. Stakeholders engaged in the planning process, including those representing individuals with barriers to employment, generally agreed with the language of the state statute pertaining to “good jobs.” They did offer a number of suggestions that helped frame the issue toward the development of regional goals. There was broad agreement that jobs into which partners place participants should pay a self-sufficiency wage, even for first time workers. Generally, the job characteristics that stakeholders believe speak to quality are: good wages (family supporting); benefits; flexibility; stability; advancement potential; and fulfillment/likeability. Acknowledging that job quality is not a fixed concept, there was significant agreement that entry-level jobs demonstrate quality when there are discernable next steps for training and skills acquisition that enable workers to move up and earn better wages. The partners plan more work in this area.

**Regional Agreements:** Functioning together as the Central Valley Workforce Collaborative (CCWC), for nearly a decade, the WBDs that comprise the SJVAC have had a memorandum of understanding in place that creates a framework for collaboration among local workforce areas and opportunities to coordinate, especially with regard to special projects and initiatives that cross the boundaries that define the local area. This agreement was recently updated, confirming the value WBDs place on cooperation and bringing greater capacity and resources to the region.

**Related Plans:** The Regional Plan references compatible education and workforce plans in the San Joaquin Valley. These include the community colleges’ recently released Strong Workforce Plan and the various plans for the region’s many Adult Education Block Grant (AEBG) consortia.

**Regional Goals:** On behalf of the myriad regional stakeholders that have contributed to the Plan by providing recommendations and sharing both resources and insights, the eight LWDBs comprising the SJVAC RPU have established a series of goals for the regional workforce system across nine key areas of regional significance, including engagement with economic development, regional sector pathway programs, increased accessibility, job quality, and credential attainment, among others.

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## Tulare Local Plan Summary

Strategic investments in the creation of opportunities, informed decision making, and skills development help businesses compete and individuals prosper. The Workforce Investment Board of Tulare County (WIB) in alignment with the San Joaquin Valley and Associated Counties (SJVAC) Regional Plan has prioritized six target industry sectors, (*advanced manufacturing, construction, energy, healthcare, transportation and logistics, and value-added agriculture*) focusing investments in areas of substantial growth/resurgence, greater need for innovation and training, and suggested benefit as the result of workforce/education intervention. These strategic investments fall into one of three categories; investments in **opportunity**; investments in **resources**; and investments in **skills**.

### 1) Investments in opportunity

*Efforts to design, fund, and support programs that create opportunities for individuals who lack the ability to access the local labor market.*

#### Key Industry Sectors Identified:

Advanced Manufacturing, Construction (including public infrastructure), Energy (including green energy), Healthcare, Transportation and logistics, Value-Added Agriculture

The WIB provides integrated services through comprehensive AJCCs in Visalia and Porterville. The AJCC in Visalia is centrally located within the county and the AJCC in Porterville serves the south-east region of the county, including the Tule River Indian Reservation. In addition to these locations, basic and individualized career services are provided through affiliate sites in Dinuba and Tulare. Customers of the

affiliate sites who are in need of training are referred to a comprehensive AJCC. The AJCC system in Tulare County is a fully integrated service delivery system that includes all WIOA required partners, blending the various funding sources available through federal offerings that include, but are not limited to; Carl Perkins Act, TANF/Welfare-to-Work, the Workforce Innovation and Opportunity Act, Wagner-Peyser Act, Older Americans Act funds, Vocational Rehabilitation, Community Services Block Grant funds, Veterans Employment Training funds, Job Corp, Adult Education and Literacy, Migrant Seasonal Farmworker Programs, and Indian and Native American Programs.

The AJCC Operator promotes the integrated service delivery in a safe, accessible, and dynamic environment, using a demand-driven skill based approach to customer service:

1. An integrated customer pool that ensures that all customers are registered;
2. An integrated customer flow that establishes a sequence of demand-driven, skill based, universal services for all AJCC customers; and
3. An integrated staffing approach that provides services to the integrated customer pool as they are served through the adopted, integrated customer flow (see appendix for flowchart).

AJCC staff guide low-income individuals, women, minorities, public assistance recipients and individuals with multiple barriers to employment including older individuals, limited English speaking individuals and persons with disabilities, by informing individuals on the services available through the AJCC system. Through the WIB's established MOU's with AJCC Partners,

we have expanded access to employment, training, education and supportive services for targeted populations with challenges to employment. Customers meet with AJCC partner staff based on their individual needs and are co-enrolled in various partner programs to pursue a career path.

## **2) Investments in resources**

*Providing data, tools, and guidance promoting informed decision making so that workers are able to move within the labor market and businesses are able to compete.*

The WIB has developed a business engagement strategy that values business as a resource and seeks to keep business in the center of its design. In partnership with economic development, local government, education, and other service/training providers, the WIB has developed a local Business Engagement Network designed to avoid duplication, reduce compassion fatigue amongst business, streamline solutions, and facilitate communication. Through this network, the WIB Business Services Team is able to expand our reach and resource to the business community.

LMI tools are made accessible to K-12 Linked Learning Academies and AJCCs to guide youth entering the workforce in decision making. Many of these tools such as the WIB's quarterly occupational trend reports, Sequoias Adult Education Consortium's Career Pathways Tool, and College of the Sequoia's online Career Coach portal are a result of local collaboration between workforce and education to meet the needs of priority target sectors. These resources are reinforced by WIB sector committee advisement ensuring training programs align with industry demand and produce industry recognized credentials.

## **3) Investments in skills**

*UpSkill entry level workers to meet the middle skill demands of business, promoting upward mobility in the workforce.*

The WIB continues to increase access to training programs that lead to recognized, portable, and stackable credentials through coordination and partnership with the Sequoias Adult Education Consortium (SAEC), College of the Sequoias, economic development corporation, and WIB industry sector committees. These partnerships provide a high level of consensus regarding the skills needed to succeed in local industry. Educators use this guidance to inform the development and revision of training programs, producing stackable credentials and certifications that meet the needs of industry. The WIB's role in this process provides a high level of connectivity between AJCC programing and higher education.

### Integration with Adult Education

SAEC Navigators are staffed within the AJCC and work with AJCC staff through a referral system, connecting AJCC customers to adult education, and adult education students to the AJCC.

### Integration with Post-Secondary

AJCC staff offer financial aid workshops assisting customers who are interested in higher education. Training specialists meet one on one with customers to review training options and funding opportunities before reviewing ITA eligibility. Furthermore, a workgroup has been developed with post-secondary partners, workforce, and service providers, to develop a strategy to engage customers with college readiness activities while they wait for open enrollment.

In addition to investments in training and coordination of hiring, the WIB's business engagement strategy revolves around its ability to help businesses prepare and invest in their existing workforce. UpSkill Tulare County is a community wide initiative focused on increasing the skills of entry level workers to meet demands of middle skilled positions. This practice encourages employers to "grow their own" staffing resources, while promoting upward mobility in the workplace.

#### Incumbent Worker Training

The WIB has identified the manufacturing, logistics and transportation, and health care industries as priority sectors for incumbent worker training and has worked with local training providers to offer multi-employer, on-site training programs customized to meet the needs of businesses in these sectors.

#### On the Job Training/Transitional Jobs

Existing OJT efforts are being expanded to include industry standardized training plans in partnership with Adult Education. Recognizing the value in work based learning, employer based training subsidized by OJT is being considered as a distance education model, which would increase the rigor of training and better prepare the entry level workforce. Ongoing developments further defining the role of transitional jobs, internships, and externships as a part of a local talent pipeline are being pursued through partnerships with local education and business partners.



## Stanislaus Local Plan Summary

The Stanislaus County Workforce Innovation and Opportunity Act (WIOA) local plan was developed by the Stanislaus County Workforce Development Board (SCWDB). The plan was prepared in accordance with the California State Employment Development Department Workforce Services directive number WSD16-07, which provided guidance to the Local Workforce Development Areas (LWDAs) for the preparation of local area workforce plans as required by WIOA. The local plan serves as a 4-year action plan and is updated every two years. The plan seeks to develop, align, and braid service delivery strategies and support the State's workforce development vision and strategic goals.

### Key Industry Sectors Identified:

Manufacturing, Logistics/Warehouse,  
Healthcare, Agriculture

Aligned with the State Plan's objectives and contributing to the seven state strategies, the SCWDB identified three goals. First, strengthen the current workforce, including populations with barriers to employment. Stanislaus County residents will possess

the skills required to enhance careers and will develop the skills necessary to advance so upward mobility can be a reality. Secondly, develop future talent, which include developing foundational skills and work readiness for the youth population. Lastly, support business growth through communication with regional and local employers to identify in-demand sectors, skill gaps, and connecting training opportunities to in-demand occupations. The plan details specific strategies to accomplish these goals, including working with various state and local community partners and businesses.

## San Joaquin Local Plan Summary

### INTRODUCTION

The WIOA Local Plan for San Joaquin County was developed by the SJCWDB in partnership with the San Joaquin Board of Supervisors and will be submitted to the California Workforce Development Board (State Board). The Local Plan establishes the priorities, strategies, and guidance for the delivery of business solutions and career services through the America's Job Center of California (AJCC) system, locally co-branded as WorkNet.

The goal of the WIOA is to meet employer skill requirements and improve the quality of the workforce. The continuous achievement of these two expectations will yield increased economic self-sufficiency, reduce welfare dependency, and enhance the productivity and competitiveness of the region. The Local Plan will create the framework for a streamlined workforce training and employment delivery system that seeks to increase business prosperity by supplying highly-skilled workers and business solutions. The focus on meeting the needs of the business community is paramount in the Local Plan with defined local and regional strategies.

#### Key Industry Sectors Identified:

Transportation, Healthcare, Agriculture, Construction – Including Public Sector Infrastructure, Advanced Manufacturing, Energy/Green Industry, Water Technology

The AJCC mission is to engage the businesses community, collaborate with education/training providers, and fund innovative solutions that meet workforce challenges facing local and regional businesses. The Local Plan is a document detailing how the SJCWDB will coordinate with employers and job-seekers to grow our economy and train workers to meet current and future needs. WorkNet is an

established network of engaged and effective partners working together to assess and improve the regional workforce system with centers in the cities of Stockton, Manteca, Lodi, Tracy, and at Delta Community College.

### LOCAL PLAN OBJECTIVES

The Local Plan is aligned with the San Joaquin Valley and Associate Counties Regional Plan and consistent with the three policy objectives stated in the State Plan. The Local Plan will foster “demand-driven skills attainment” by aligning workforce and education programs with the State’s industry sectors to provide the region with a globally competitive skilled workforce. Secondly, the Local Plan will enable upward mobility for San Joaquin County Veterans and populations with barriers to employment, by providing programs and access to marketable skill development to attain long term economic mobility. Lastly, the Local Plan aligns, coordinates, and integrates solutions and services through the AJCC partners to maximize resources to achieve scale and impact. The Local plan will achieve these objectives by aligning programs, integrating services, braiding resources, and creating upskilling on-ramps that will act as regional access points for sector pathways.

## BUSINESS ENGAGEMENT

The SJCWDB will maximize the use of State labor market information investments such as Dun & Bradstreet, EconoVue, and other sources of information to provide business solutions such as On-the-Job Training and/or Incumbent Worker Training, and tax incentives information to meet the needs of business. All business activity will be tracked in the State's CalJOBS database. The Local Plan details how business input will be used to deliver relevant, targeted, industry-recognized training. To maximize the coordination and effectiveness of the Business Engagement, all activity will be documented using the CalJOBS Customer Relations Management module.

## SERVING INDIVIDUALS WITH BARRIERS

The WIOA and State law mandate that services be provided to individuals with barriers to employment. For some individuals, this will also require the provision of remedial education services, including services designed to improve literacy and numeracy, English language literacy, and programming that facilitates high school dropout recovery. To better position these individuals to participate in training and education programs that are calibrated to business' needs, the Local Plan details reliance on services offered by all core AJCC partners.

## PLACEMENT IN QUALITY JOBS

Quality jobs begin by engaging the business community. This Plan makes it a priority to work with businesses that offer jobs with good wages and benefits to foster economic growth. The AJCCs will provide solutions to in collaboration with businesses depending where they are in their business cycle from start-ups to layoff aversion strategies.

## CUSTOMER-CENTERED SERVICES

Services provided to Adult, Dislocated Worker, and Youth will be based on need with some individuals receiving basic skills remedial training, prior to enrollment in vocational or job training, and others only requiring access to local/regional labor market information about businesses that are growing and/or hiring. The comprehensive assessment provided through the AJCCs will provide individuals a career "road map" to finding good family-sustaining jobs.

## CONCLUSION

The Local plan will detail how San Joaquin County will provide business solutions by aligning sector strategies and providing career pathways. The plan will also cover regional collaboration, promote the use of earn and learn models, and describe supportive services provided to individuals with barriers to employment. Lastly, the plan covers how capacity will be built using cross-system data by using CalJOBS and to integrate and braid AJCC Partner services.

## Merced Local Plan Summary

The County of Merced established an agreement with the Workforce Investment Board of Merced County (MCWDB) and specifically established the vision to bring together key stakeholders in workforce development to address workforce challenges facing today's business and industry employers. The Chief Local Elected Official (CLEO) Agreement highlights that California has determined that "workforce development" is critical to the long-term economic health of the state; secondly, the driving force for the envisioned workforce development system should be local, employer driven partnerships focused upon continuous improvement of customer services; and thirdly, cost effective grant management, oversight and strategic planning for the local partnerships, is best provided through intergovernmental collaboration. MCWDB adopted the mission of "Responding to Business Needs by Providing Quality Resources." This mission drives the programs and services provided through the Employment Resource Centers in both Merced and Los Baños. Every effort is made to assure that Private Sector members of MCWDB represent the high demand occupations throughout Merced County. The remaining MCWDB members represent Labor, Education, Community Based Organizations, and local government. Together the MCWDB members address local and regional workforce challenges.

### Key Industry Sectors Identified:

Advanced Manufacturing, Construction (including public infrastructure), Energy (including green energy), Healthcare, Transportation and logistics, Value-added agriculture

MCWDB acts as a community convener to bring together key stakeholders (e.g. business and industry employers, labor representatives, economic development professionals, and experts in workforce challenges) in order to evaluate and strategize in accordance with the most recent economic, business and employment environment. Not only does MCWDB do this locally, it also serves as a lead in the RPU (Regional Planning Unit, as defined by EDD) and are driving change on a regional level. MCWDB has developed the following vision statement: "Merced County's Workforce Development System will keep pace with new growth, the emerging economy, and the ever-changing needs of the employers by creating a better educated, highly skilled workforce, that's capable, prepared, and thoroughly knowledgeable." A majority of the MCWDB is comprised of business members that are representative of the regional and local business community. Along with business members are educators, politicians, workforce partners, and other service providers that are committed to shaping the local workforce to the needs and demands of the region. As such, the mission statement of MCWDB is: Responding to Business Needs by Providing Quality Resources.

In addition to the aspects mentioned above and in accordance with the vision outlined in the California Unified plan released by the State, the vision for MCWDB will:

- Create a mindset from job to career;
- Facilitate a defined system that can be replicated across the County,
- Help achieve accurate understanding of business and labor needs in our community;
- Springboard other pre-apprenticeship opportunities in the community;

- Provide an integrated system for both job seekers and employers to access colleges, WDB, economic development, human services, etc.;
- Support development of robust career pathways within the trades from K-12 as well as post-secondary development of labor for emerging and in-demand industries;
- Create strong partnerships with economic development; and,
- Create a nimble WDB able to successfully serve customers throughout the County.

Merced County is located in the San Joaquin Valley and has a population of approximately 268,455 people. Since 2016 Merced has had a median household income of \$43,066 and a poverty rate of 25.9 percent. Its population increases moderately each year as the region's lower cost of living attracts individuals that currently reside in costlier areas of the state, while its prominent, agricultural industry consistently appeals to immigrant workers.<sup>1</sup> Since the recession, the county has maintained a steady growth in its total number of jobs; however, the region has an increasing shortage of qualified workers in growing key industries. As the population and industries continue to increase, education, job skills, and language needs are growing employment barriers that affect the health of the labor force.

The county has a labor force of approximately 118,300 individuals. Although the region is diverse in industries and skillsets, over 13 percent of the region's workforce exhibits educational attainment below state average. Although Healthcare, Construction, and Logistics are the fastest growing industries in Merced, it is likely that an immediate need exists for targeted job skills training as baby boomers near retirement from Agriculture, Education, and Government industries. Applied Development Economics, Inc. (ADE's) analysis and discussions with key employers, workforce organizations and training providers, has identified specific occupations as potential priorities for additional training efforts, including Medical Technicians, Electricians, and Maintenance Mechanics. It also cites specific skills needed by business, such as the ability to use computer-operated processing controls and instruments, supervisory and management skills, business skills, and related English competency. Based on trends in the demographic data provided by the US Census Bureau and ADE reports, the region should develop a strategy to mobilize underrepresented groups such as veterans, disabled workers, and high skilled minorities to fill immediate industry needs and prevent employment gaps.

#### *Economic Outlook*

Merced County is the 25th largest county in California and is well known for its Agriculture industry. Merced has over 2,900 businesses<sup>2</sup>, with top employment industries including Agriculture, Education, Healthcare, and Manufacturing. Its labor force consists of approximately 118,300 individuals while it holds an unemployment rate of 9.9 percent. Residents have a median household income of \$43,066 while the region's poverty rate measures 25.9 percent. The State of California reports that although salary levels are below the state average, they are not expected to increase over the next five years. However, total employment is expected to grow by 1 percent each year.<sup>3</sup> Furthermore trends have been identified across demographic groups that are likely to assist with increasing the capacity and strategy for workforce needs during industry shifts if further examined. For example, the Latino population is the largest in the region and has the highest poverty rates. According to US Census Bureau data, Asian

citizens account for 8 percent of Merced, yet have the highest average salary in the region, earning almost 11 times as much as other members of the workforce, within the same field.

Based on the region's growth and workforce projections, it is likely that the following recommendations for continuous improvement will assist the improvement the state of the labor force and increase self-sufficiency of the county.

- Increase collaboration with system stakeholders: Greater collaboration with system stakeholders in the Agriculture, Education, and Government industries, particularly economic and workforce development. Merced should engage industry specific regional discussions of current and emerging skill requirements. Merced County business support agencies and economic development organizations all suggest that key sectors will benefit as the result of interventions by the workforce and education system.
- Leverage partnerships to increase educational attainment within the workforce: Educational attainment affects employment status. Latinos in Merced account for over 58 percent of the population with an expected growth of approximately 690 people per year.<sup>4</sup> However, the Latino population demonstrate the largest trends of the lowest education attainment, and highest poverty rates within the region. Persons with no high school diploma exhibit rates of unemployment that more than double unemployment levels for persons with a college degree, or 15.8 percent versus 6.1 percent. Of the persons with a college degree, almost 68 percent work full-time, resulting in a full-time employment rate that is 18 percentage points greater than the rate for persons without a high school diploma. Nearly 1,400 annual openings are for jobs that do require a certificate in a specialized area of training. The largest occupational groups in this category include medical assistants (348 annual openings) and licensed practical and vocational nurses (308 openings per year).
- Identify additional trends in workforce needs: According to California's Employment Development Department, Merced County has six providers to assist with job training.<sup>5</sup> Collecting observations from workforce assets and additional training centers regarding educational attainment, job skills and other employment barriers would assist in industry specific service connection. For example, nineteen percent of workers throughout the region indicated a struggle with language. Businesses within the region have requested specific skills such as the ability to use computer-operated processing controls and instruments, supervisory and management skills, business skills, and related English competency. It is likely that there is an increasing need of diversity in skills training, programming and resources. Providing language services will assist the largest workforce population in increasing their prospects for success in the career path.
- Examine the needs of high skilled, unemployed workforce: The largest ethnic group within the region are Latinos accounting for over 58 percent of Merced County's population, while individuals identifying as White account for 28.9 percent. Over 12 percent of the population has typically been categorized together as "Other" during studies. However, it is important to note that the less predominant ethnic and racial groups within this region, have a higher rate of educational attainment beyond a high



school diploma compared to the majority of the region's population. Further evaluation is needed to improve job placement among residents in this category. In addition, needs should be assessed within underrepresented groups such as unemployed veterans and disabled individuals with high educational attainment levels. For example, ADE reported that veterans demonstrated education levels higher than high school diplomas and an unemployment rate of 8.7 percent. It is likely that the veteran population has a higher level of healthcare and technical skillsets based on workforce experience that is not accounted for in educational surveys. It is highly likely that industry skillsets that are in higher demand for Healthcare, Construction and Logistics, could be met through this group.

#### *Skill Requirements for a Diverse Region*

The in-depth stakeholder engagement process, which included both business representatives and individuals from organizations that serve businesses, pinpointed several key skill areas that companies require of their employees and job candidates. These include:

- **Foundational skills:** Basic literacy and numeracy skills are required in virtually every type of work. Education partners equate the typical minimum requirements of businesses for language and math skills to 8th grade proficiency.
- **Core competency skills:** Repeatedly, businesses and those who provide training for their workers expressed that digital literacy is now a core competency. While the ways that technology manifests within a company and in relation to specific jobs are countless, a baseline understanding of computer/microprocessor operations is now essential for virtually all work. Many stakeholders, including businesses themselves, expressed similar thoughts about "customer service" skills, recognizing that strong customer relations, be them external or internal, affect productivity and profitability.
- **Soft skills (work readiness and work maturity skills):** Punctuality, team work, customer responsiveness, critical thinking, and accepting supervision are among a long list of workplace behaviors, attitudes and knowledge that businesses require. Many businesses, for which specific licensure/certification is not a prerequisite, indicate that these "skills" alone can advance a job applicant to the hiring phase and suggest that no candidate be referred without workforce system representatives first verifying that he or she demonstrates competency in these areas.
- **Job skills (hard skills):** As indicated various times throughout this Plan, each target industry has described skills needed for workers in a wide range of occupations.

## Madera County Local Plan Summary

The following are the current Credo, Mission and Vision of the Workforce Development Board of Madera County:

### **CREDO**

*Developing a Quality Workforce!*

#### **Key Industry Sectors Identified:**

Agriculture, Manufacturing, Supply Chain Management, Logistics, and Transportation; Healthcare and Medical, Renewable Energy, Hospitality

### **MISSION**

Committed to the economic health of Madera County by providing leadership and guidance resulting in a quality employment and training system.

### **VISION**

Establish innovative collaborations that inspire success.

Support an environment conducive to economic development. Provide opportunities for lifelong learning and personal growth. Build a vibrant economy through increased employment opportunities.

### **STRATEGIC GOALS**

The following strategic goals were developed jointly by the Workforce Development Board and the Youth Advisory Council at a strategic planning session in June 2015.

- Effective Implementation of a Comprehensive Business Services Plan: Actively engaged and satisfied employers
- Aligned and Industry Responsive Industry Focused Training: A vocational/career technical education and training center
- The One Stop as a Source of Choice: Create employer pool for mentoring and Work-Based learning
- Enhanced Connection of Youth With the One Stop System: Youth/young adult representation in the one stop

These goals were revised at the last facilitated board session on October 31, 2016, to further align with the regional plan. Board staff provided updates for the Board to review progress on meeting these goals every other month.



## Kings WDB Local Plan Summary

### BACKGROUND/INTRODUCTION

On July 22, 2014, Public Law 113-128, the Workforce Innovation and Opportunity Act (WIOA) was signed into law, representing the first major change in federal workforce policy since 1998. One of the hallmarks of this legislation is coordinating and targeting services to the most-in-need job seekers among multiple agencies. Some of WIOA's goals will take multiple years and funding cycles to accomplish, while others will happen more immediately. The important element is that WIOA is the first major effort, accompanied by federal law, to drive coordination among agencies that had previously cooperated, but didn't coordinate to the

#### Key Industry Sectors Identified:

Agriculture, Construction, Healthcare,  
Transportation and Logistics, Advanced  
Manufacturing, Energy (including green  
energy), Water Technology

extent now required. Hurdles such as differing performance accountability measures, diverse definitions and varying targeted customers among agencies proved to be significant hurdles to full coordination. The new WIOA addresses many of those discrepancies, and sets the groundwork for coordination at the federal level. The State of California, through the Governor's Workforce

Development Board and the authority of the state's various agencies further sets the example of cooperation through formal agreements among state-level programs and Departments.

Cooperation and coordination has been further facilitated, as WIOA requires geographic regions with similar labor markets and other similarities to plan for the workforce preparation needs with a much larger vision than ever before. In our case, Kings County is part of the ten-county Central San Joaquin Valley Regional Planning Unit (RPU), which stretches from San Joaquin County to the North, to Kern County to the South, and crosses over the mountains to pick up Inyo and Mono Counties, which are part of a consortium managed by Kern County. Other major regional partners in workforce development, such as Community College Districts, County Welfare Departments, Economic Development Corporations, the Employment Development Department, the Department of Rehabilitation and other major contributors also organize in regional structures. The closer coordination and involvement of these regional organizations makes coordination among multiple agencies in multiple counties easier and more intuitive than ever before.

This document presents the Local WIOA Plan for the 2017-2020 planning horizon for Kings County. The backdrop is a Regional Plan that supports the workforce needs of identified and targeted industry clusters with high demand and high wages. The 10 county Regional Planning Unit (RPU) Plan identifies the region's targeted industries and broad aspirational goals to integrate services and resources regionally in support of those industries. Local Plans identify how we will support current and future workforce needs of our growing industry clusters and serve the job seekers in accordance with their individual workforce preparation needs.

Customers will access comprehensive training and supportive services through partners organized to respond to all job seekers through the America's Job Center of California (AJCC) system and other points of access. The WIOA, at Section 106, makes clear that the Local Plans

(for each of the eight Workforce Development Areas in our case) are part of the Regional Plan, further solidifying the coordination of regional resources to address regional workforce development needs.

Of particular focus in WIOA are those groups that have historically not participated in the workplace in parity with their representation in the labor force. A sampling of the groups with historic barriers to employment includes:

- Individuals with disabilities
- Low-income individuals
- Ethnic minorities and groups with limited English proficiency with low saturation into the labor market
- Recipients of public assistance
- Ex-offenders, the aged and homeless individuals
- Displaced homemakers
- Long-term unemployed individuals.

Job seekers and employers will benefit from the coordination of many points of service, accessed through the AJCC's as well as other contributing partner agencies. Incumbent workers will benefit from this robust design, by upskilling themselves to compete for the middle-skilled jobs; while those entering or re-entering the workplace will benefit from the vacancies created by the upward mobility of the incumbent workforce in demand industries and occupations. Job seekers and employers will benefit from the coordination of many points of service, accessed through the AJCC's as well as other contributing partner agencies. Incumbent workers will benefit from this robust design, by upskilling themselves to compete for the middle-skilled jobs; while those entering or re-entering the workplace will benefit from the vacancies created by the upward mobility of the incumbent workforce in demand industries and occupations.

A primary focus of WIOA is to identify 'Regional Sector Pathways' to industries and occupations with mid to high wages and benefits with significant presence in the RPU. Pathways have been and will continue to be developed to prepare job seekers to successfully compete for employment in targeted industries. The industry sectors targeted for the Central San Joaquin Valley Regional Planning Unit (RPU) are:

- Agriculture (particularly, Value-Added Agriculture)
- Construction (including Public Infrastructure)
- Healthcare
- Transportation and Logistics
- Advanced Manufacturing
- Energy (including Green Energy)
- Water Technology

These targeted industries were identified by representative groups of employers, education, economic development, organized labor, Community-Based Organizations (especially those serving groups underrepresented in the workforce), current workers, job seekers and other groups. A full description of the basis for selecting these occupations, and a sampling of the

studies used to identify these targeted industries is contained in the Central San Joaquin Valley Regional Plan. This Regional Plan also addresses the 'Regional Coordination' required in WIOA Section 106(c).

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### Fresno WDB Local Plan Summary

The Fresno County Board of Supervisors along with the City of Fresno entered into a Joint Powers Agreement (JPA) to administer Workforce Innovation and Opportunity Act (WIOA) funds for Fresno County. The County and the City have charged the Fresno Regional Workforce Development Board (FRWDB) with implementing strategies and programs to meet the employment and training needs for Fresno County businesses and job seekers. In compliance with this mandate, the FRWDB adopted the vision that “*Business is our Primary Customer*”. In doing so, the FRWDB has indicated the best way to serve job seekers is to understand and support the needs of businesses (workforce, economic, etc.). This vision ensures that the FRWDB continues to scan the employment and training needs not only in Fresno, but regionally across the San Joaquin Valley. The private sector FRWDB Directors is representative of our high-demand industries in the region, such as, healthcare, construction/trades, and manufacturing. Other FRWDB Directors represent education, economic development, local government, state agencies, and labor organizations. All FRWDB Directors must serve on a FRWDB Committee (Adult, Youth, Business and Industry, or FRWDB Executive). Our FRWDB Committees evaluate detailed One-Stop System data and continuously drive for systems improvement.

The FRWDB is at the forefront of community efforts to ascertain and respond to workforce issues in Fresno County. Deep experience in the field, extensive local and regional partnerships, and creative thought leadership all come together to positively position the FRWDB to respond to business needs as a community leader and convener.

#### Key Industry Sectors Identified:

Healthcare, Construction/trades,  
Manufacturing

The FRWDB’s role as a convener and leader is reflected by its support of innovation workforce initiatives, ranging from programs that address specific needs of a diverse population to recognizing the demand for career technical education that will lead to stackable credentials, meeting industry demand for a skilled workforce.

The FRWDB’s drive for local excellence has led it to spearhead a number of valley-wide job training initiatives, specifically in the areas of manufacturing and public infrastructure construction. Utilizing funding from the State of California and the United States Department of Labor, and with FRWDB acting as fiscal and administrative agent, focused recruitment, assessment and training is taking place in those two (2) key industry sectors across the eight (8) valley counties stretching from San Joaquin in the North to Kern in the South.

## KERN, INYO AND MONO WORKFORCE DEVELOPMENT BOARD Local Plan Summary

### LOCAL PLAN PROGRAM YEARS 2017-2020

The vision for the Kern, Inyo and Mono (KIM) Workforce Development Board (WDB) is to create an integrated workforce development system that is business led, market-responsive, and results oriented. AICC Partners are committed to providing a seamless one-stop delivery system that is quality-focused, employer-driven, customer-centered, and tailored to meet the needs of the local economy. In order to accomplish this vision, AICC Partners continue to work toward increased cross-system data capacity and tracking of co-enrolled individuals across WIOA core programs, partner workforce programs and other agencies to ensure a seamless customer experience at all

AICC locations. The WDB and AICC partners also plan to use data available through Dun and Bradstreet data accessing it via the EconoVue platform and other sources to conduct business engagement to jointly develop business solutions and to make data driven decisions on workforce development. The AICC Partners are dedicated to continuous improvement as is evidenced by the KIM Human Centered Design team which was selected in 2016 for national recognition at the White House.

#### Key Industry Sectors Identified:

Healthcare, Aerospace & Defense,  
Transportation, Logistics, Advanced  
Manufacturing, Value-Added Agriculture,  
Tourism, Recreation, and Entertainment

The KIM AICC system is designed to increase access to, and opportunities for, employment, education, training, and support services that individuals need to succeed in the labor market, particularly those with disabilities and other barriers to employment. It aligns workforce development, education, and economic development programs with economic development strategies to meet the needs of local employers, and

provides a comprehensive, accessible, and high-quality workforce development system that delivers a pathway to the middle class for individuals. AICC Partners meet regularly to align, coordinate and integrate services to ensure that the one-stop delivery system, including Wagner-Peyser services are comprehensive and not duplicative. The one-stop centers provide career services and offer access to education and training leading to industry-recognized credentials through the use of career pathways, apprenticeships, earn and learn activities, comprising on-the-job training, and incumbent worker training that enable customers, including those with disabilities, to find meaningful and productive job opportunities in our community.

Bilingual staff refer limited English customers to local ESL programs for services to enhance their language skills. Rosetta Stone software programs will be available in twenty-five different languages for use in all AICC resource rooms. Customers are referred to GED programs to help them progress with academic skills attainment. In addition, KIM plans to utilize technology such as Skype, on-line workshops, and social media to enhance accessibility to the entire system. AICC partners are currently in the process of developing on-line tools to make services available 24/7 in the convenience of customer's homes. Online services will also allow individuals who do not own a computer to access the system from 21 Public Libraries located in Kern County, 6 in Inyo County, and 7 in Mono County.

The needs of business are central to the KIM service delivery strategy. The KIM WDB and its partners closely coordinate with local economic development agencies to meet the needs of employers and businesses. Kern County has integrated the WDB staff into the County's Division of Economic and Workforce Development. This division is responsible for coordinating all economic development activities for Kern County. KIM's Back-to-Work/Business Center will also serve as an incubator site for businesses to begin human resources activities and access entrepreneurial services offered by the Small Business Development Corporation (SBDC). The center will braid resources and coordinate services solutions specific to employers and services for dislocated comprised of KIM WDB staff and EDD, will conduct outreach to businesses and provide Rapid Response/Layoff Aversion workshops and services to affected individuals. The Rapid Response/Layoff Aversion Team will use EconoVue (including the Dun and Bradstreet wellness scale) and specialized business data systems available through the local economic development agencies to identify businesses or sectors experiencing challenges or expanding. The team(s) will then coordinate with spell out (KEDC) and the SBDC to identify and to provide specific information on services (solutions) that could help stabilize the business or sector, such as Small Business Administration (SBA) Loans, GoBiz programs, reduced utility rates offered by PG&E, and earn and learn training programs offered through the AJCC. This Center's strategic priority is to create and foster business partnerships relationships and provide the WDB sector champions leaders a platform which they can influence the training pipeline so its output of human capital is more business relevant. In addition, KIM WDB will be using a green mobile employment center to offer job placement services to its customers in rural areas throughout KIM.

KIM is an active member of the Central California Workforce Collaborative, which includes the eight LWDB's in the Central Valley RPU. **KIM** has participated in many regional grants designed to address issues in the central valley; all included extensive partnerships with education, labor, economic development, and local employers. KEDC is a Board member of the California Central Valley Economic Development Corporation, which facilitates economic development at the (eightcounty). The KIM WDB strives to achieve maximum results for individuals by leveraging funding across multiple programs. The KIM WDB has been the WIOA Section 167/National Farmworker

Jobs Program (NFJP) grantee for Kern County since 1981. KIM's unique position as the administrative entity for the LWDA for WIOA Title I funds allows for expanded services, leveraged funding, and increased opportunities for farmworkers. The farmworker program is well-integrated into the one-stop delivery system. Additional examples of integrating service delivery and braiding resources includes, CalWORKS, and transitional age youth Kern County Behavioral Health and Recovery Services funds and participation on the Community Corrections Partnership to receive funding for ex-offenders from AB 109. KIM will also participate in a whole person care project funded through the local Hospital Authority to provide workforce services for ex-offenders.

A cross section of education partners are WDB members which ensures collaboration to enhance services. This helps align programs between WDB and education to leverage resources where possible and avoid duplication. KIM has coordinated with local colleges to offer

credential stacking and "just-in-time" training to meet the current demands of emerging industries, and soft skills training that are employer driven. To ensure the required opportunity for businesses, labor organizations and the public to comment on its local plan, **KIM WDB** through ETR's website ([www.etronline.com](http://www.etronline.com)) will contain the Kern, Inyo, Mono Counties Consortium Workforce Development Area - Local Plan and the San Joaquin and Associated Counties Regional Planning

Unit, Regional Workforce Development Plan 2017 - 2020, and will have a link to the California's Unified Strategic Workforce Development Plan 2016 -2020. This designated site provides the opportunity and visibility for all interested parties to provide comment. This information will become public record with a public announcement through a press **In** addition, a variety of methods will be used to notify and include the public in the notice process of the local plan, including English and Spanish notices on television, in newspapers and at all public libraries located in KIM Counties. The Local Plan will also be accessible in braille. Spanish speaking and ASL interpreters will be present at the public comment forum.

KIM WDB continues to work toward fostering innovation, engaging stakeholders, and guaranteeing streamlined operations and service delivery excellence.



## **Southern Border Regional Planning Unit – Regional Workforce Plan Summary:**

### **Key Industry Sectors:**

**Healthcare; Advanced  
Manufacturing; Clean  
Energy/Advanced Transportation;  
Retail; Information and  
Communication Technology**

The Southern Border Region is at the forefront of economic trade and cultural merging in America, due to its location along the border with Mexico. The opportunity of the region exists in its focus on entrepreneurship and its strong urban anchor to the west, San Diego. The largely rural communities to the east of that anchor city, in Imperial County, are working to develop the sustainable economic growth that has existed in San Diego in recent years.

The workforce development system in the Border Region began coordination and alignment efforts in recent years, with the goals of supporting the businesses of the region and to ensure that every person has the skills to ensure a sustainable career. In that regard, we support the State Plan's overarching goals of one million more industry-recognized credentials in the next 10 years, and doubling the amount of apprentices in the same time span. This Regional Plan aligns our efforts to achieving those goals, not only among the participating Workforce Development Boards, but all of the partners in the region's workforce development system.

The Southern Border Region's Regional Plan was developed from a core document that was designed to be shared by both the Workforce Development Boards for the WIOA Regional Plan, as well as the Community College system for their Strong Workforce Regional Report. This type of collaboration is a hallmark of the work in our region. The development of that core document incorporated many regional partners, including: The ten Community Colleges and six Community College districts in the region, The San Diego and Imperial County Workforce Development Boards, K-12 and Adult Education, Universities, Economic Development entities, Employment Development Department LMID, CalWorks, County of San Diego, Department of Rehabilitation (DOR), and Community Organizations from throughout the two county region.



This collaborative determined three strategic priorities, which will be discussed in-depth in the plan. These priorities are:

- **Strategic Priority #1: Coordinating industry engagement and developing a single entry point for business customers**
- **Strategic Priority #2: Creating opportunity for all San Diego and Imperial County residents through Career Pathway Development**
- **Strategic Priority #3: Supporting human-centered approach to service design.**

These strategic priorities will be at the center of planning for the region's workforce development system, and align well with the priorities of the Unified Workforce Development Plan for the State of California.

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### San Diego Local Plan Summary

San Diego Workforce Partnership (SDWP) is the local workforce development board in San Diego County. All local workforce development boards are required under the legislation of the Workforce Innovation and Opportunity Act (WIOA) to participate in regional and local planning. As a local workforce development board, SDWP is charged with providing workforce services to adults, dislocated workers, youth and employers by funding job training programs that empower job seekers to meet the current and future workforce needs of employers in San Diego County. SDWP is part of the Southern Border Region, a two-county region located in the southern-most point of California.

Under the California Workforce Development Board's State Plan, the primary purpose of the local workforce plans is to facilitate access to workforce services and community partnerships at the local level. While Regional Plans and partnerships are specifically focused on construction of a broader regional training and education architecture that aligns with regional labor markets, individuals will access and experience this architecture primarily through local service delivery structure, principally those of WIOA partners operating in the America's Job Center of California (AJCC) system and through other partners of the workforce system as well.

#### Key Industry Sectors Identified:

Advanced Manufacturing, Clean Energy,  
Information & Communication  
Technologies, Life Sciences, Healthcare

Therefore, SDWP's local plan aligns directly with the broader vision of the Regional Plan. This document outlines SDWP's plan for serving the local workforce population in San Diego County. While some of the efforts outlined here are unique to San Diego, the majority have been developed and will be achieved in close coordination with Imperial County — the other member of the Southern Border Region — as outlined under the Regional Plan.

## IMPERIAL COUNTY WORKFORCE DEVELOPMENT BOARD (ICWDB) Local Plan Summary

### Executive Summary

Imperial County is a place of contrast, challenge and vast opportunity. One of California's largest counties by virtue of square miles, it has fewer than 200,000 residents. Culturally, it is home to a large Latino population (more than 80%), the majority of which speaks Spanish, with many having limited English proficiency. Due to its proximity to the Mexican border, Imperial County boasts bi-national, bi-cultural and bilingual characteristics, which offer a highly advantageous position from which to conduct business over national borders and manage international trade. But challenges exist too. Unemployment is often near the highest in the state, as economic growth has not always kept pace with the growing population.

Overshadowing these challenges are tremendous opportunities. The region is becoming renowned on a world level as an incubator for renewable energy and an infrastructure is in place to prepare the County's young populace for a wide range of careers to help them achieve middle class success, and can, at the same time, enable the County to attract businesses based on the availability of a young, skilled workforce.

#### Key Industry Sectors Identified:

Advanced Manufacturing, Clean  
Energy/Advanced transportation,  
Healthcare, Information &  
Communications Technology

**Alignment with Regional Plan:** The Local Plan, which is part of the Southern Border Regional Workforce Plan, developed in partnership with San Diego County, embraces present opportunities and those that lie ahead. The region has adopted a series of "core tenets" for the workforce system, which will promote its ability to provide services and deploy approaches to foster

regional prosperity. These tenets speak to the following commitments: create and maintain a single entry point for business customers; foster "demand driven skills attainment;" embrace a shared labor market, working as a region; the system includes a complex array of stakeholders and investments that have the power to transform communities; create opportunities for all San Diego and Imperial County residents; spend less on "bricks and mortar" and invest more in people; embrace a human-centered approach to service design; increase service access points; and adopt a work readiness definition that is meaningful to businesses and workers throughout the region.

**Compatibility with State Workforce Plan:** ICWDB has implemented various strategies and is continuing to develop new approaches to align local programs with the policy direction of the State Plan. Strategies in support of the State plan include collaboration with core workforce programs, one-stop partners and other local stakeholders. In addition, services for adult job seekers and youth serve as on ramps to regional sector pathways, the key workforce strategy promoted by the State Plan. Furthermore, ICWDB has implemented programs and strategies in the following areas to ensure compliance with State policies concerning local operations: sector strategies; career pathways; organizing regionally; "earn and learn" models; supportive services; building cross system data capacity; and integrating and braiding resources.

**Local Service Delivery System:** The local delivery system includes services provided by a wide range of partners and programs. Those led by the ICWDB include the following:

**AJCC System:** The cornerstone of the workforce system is ICWDB's network of AJCCs. The largest are located in main population areas of the county. Currently, full-service centers in Imperial County are located in the cities of El Centro, Calexico and Brawley, with the main

center in El Centro functioning as the comprehensive one-stop. Satellite centers are located in El Centro (west), Winterhaven and Calipatria.

**Youth:** Imperial Valley Regional Occupational Program (IVROP) is the service provider for all WIOA Youth Program services. IVROP's serves eligible youth and young adults, between the ages of 14-24. Participants have access to 14 WIOA Youth Program service elements that embody effective strategies that have proven to be successful both locally and throughout the nation. The program's overarching goal is to assist youth in improving their long-term labor market opportunities by providing specific education, training, skills development, and comprehensive services and linkages.

**Business Services:** ICWDB has organized a business services team to outreach and respond to the needs of local companies. The team and its efforts to engage key industries in discussions of their needs have proven effective in increasing placements and targeting employment of job seekers in key industries. The next major task for the board and the business service team will be to develop and implement strategies to address employer needs identified during the process of developing the Regional Plan.

**Facilitating Access to Regional Sector Pathways:** In recent years, the entire workforce system led by ICWDB has become increasingly sector-focused. These efforts have been enhanced by the significant regional planning that has occurred throughout the Southern Border RPU. As a system, the network of partners and stakeholders in Imperial County is turning its attention to industries for which priorities have been regionally established (advanced manufacturing, clean energy/advanced transportation, health care and information & communications technology) recognizing that these sectors offer the greatest promise in terms of creating employment within the region and to *offer* pathways to the middle class. Efforts are underway to identify industry need for career pathways programs, which includes training programs being developed by our education partners and business. The AJCCs will concentrate too on making job seekers aware of such programs and the value they offer in terms of employment potential. AJCCs are perfectly situated to serve as on-ramps to regional sector pathways, as they have the capacity to promote initiatives and to guide job seekers to the best opportunities.

**Key Partnerships:** Given Imperial County's location and the geographic distribution of its population, working closely with partners is critical to the success of the ICWDB serving job seekers and businesses alike. Key partners include the Employment Development Department, the Department of Rehabilitation, and the Imperial County Adult Education Consortium, which is led by the County Office of Education and includes Imperial Community College District and seven local school districts. Economic development agencies including Imperial Valley Economic Development Corporation and Imperial County Community and Economic Development are also important partners. ICWDB has formed important relationships with other County departments, including Probation, Child Support Services and Social Services.

**Goals:** ICWDB's Plan includes goals to strengthen, develop and expand services and functions at the local level. Additionally, there are goals expressed in the Regional Plan that will require action at the local level.

**Local Area Operations:** Among the goals established to enhance local operations are: exploring opportunities to bring additional resources to the County for English language skills training; identifying alternate methods and best practices in English language skills training; considering

new strategies and approaches for layoff aversion; and reviewing and evaluating continuous quality improvement systems.

**Regional Coordination:** Among our various goals to promote regional coordination, planning and system alignment are: support for sector-focused research; contribution to development of regional sector pathways; participation in human-centered design training; support for development of an e-portal for work-based learning; and support for unifying data collection/management across programs and fund streams.

**Submission of Unsigned Plan:** The time required to develop, vet and publish the Regional and Local Plans for comment has just concluded. The ICWDB and CLEO have been briefed on the development and content of the Local Plan. However, insufficient time was available to formally present the Local Plan to the ICWDB and CLEO for formal approval prior to the March 15, 2017 deadline. ICWDB will submit a signed original no later than July 1, 2017.

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## Los Angeles Basin Regional Planning Unit – Regional Workforce Plan Summary:

### **Key Industry Sectors:**

**Health Services; Advanced Manufacturing (aerospace, fashion, medical devices, pharmaceuticals, analytical instruments); Transportation and Logistics; Entertainment and InfoTech; Construction; Leisure & Hospitality**

The parties to the Regional Plan are the seven Local WDBs with the Los Angeles Basin Regional Planning Unit (RPU). These include the City of Los Angeles WDB, which covers a single municipality; five consortia WDBs: Foothill WDB, representing 6 cities; Pacific Gateway Workforce Investment Network, representing 2 cities; South Bay WIB, representing 11 cities; Southeast Los Angeles County (SELACO) WDB, representing 7 cities, and Verdugo WDB, representing 3 cities; and one balance of county WDB, Los Angeles County, which administers workforce programs on behalf of 58 cities and all unincorporated areas. To develop the Plan, the boards initiated a process that included: review of existing reports and analyses; individual meetings with key stakeholders; and, to gain a wide range of input, a series of 19

regional planning forums, where hundreds of stakeholders from business, education, economic development and other disciplines shared thoughts on strategies and priorities for the workforce system. The Plan is built upon four pillars defining the regional system and the Plan itself: 1) It is demand-driven, reflecting the needs of priority sectors; 2) It ensures inclusiveness and accessibility, enabling all individuals to train for and obtain a quality job; 3) it seeks alignment across disciplines, including workforce services, education and economic development; and 4) it uses regional sector pathway programs as a central strategy to build a skilled and competitive workforce.

**Economic and Background Analysis:** In 2016, the City of Los Angeles and Los Angeles County WDBs jointly commissioned an economic and labor market analysis from the Los Angeles Economic Development Corporation for the purpose of workforce development planning in the region and to support the development of this Plan. This information has been instrumental to our evaluation of target sector and overall workforce development strategies. Recovery from the Great Recession has been much slower than anticipated, with recovery of all jobs lost during the recession not occurring until 2015, and this does not take into account the job growth needed to accommodate population and labor force growth. There are, however, segments of opportunity related to key sectors. Based on recent economic analysis, the industries that have been jointly targeted by the seven WDBs in Los Angeles County include: advanced manufacturing (including "biotech"); construction; information and communications technology (including entertainment and music recording); healthcare; hospitality and tourism; and transportation and logistics.

**Regional Sector Pathways:** The Los Angeles Basin WDBs have developed some of the best "sector strategies" in California. These include not only the development of demand-driven and industry-responsive training programs, but unique approaches to working with the business community and specific companies to better understand and respond to their needs. Many of these efforts have involved more than one local board and have included the community colleges or other system partners. Programs have been developed using a variety of approaches and methods. Moving forward, the WDBs will regularly convene regional industry leaders from targeted sectors with the goal of gathering intelligence to improve and expand existing career pathways and to develop new regional sector pathway programs. Through this process, industry leaders will be asked to support sector pathways by: describing skills needed by the current workforce and new hires; describing skills gaps they encounter in the applicant pool; forecasting future training and hiring needs; reviewing existing training and credentials; indicating whether training programs are currently available to address skills needed; recommending content revisions for existing training to meet industry requirements; and recommending content for new training.

**Industry-Recognized and Valued Credentials:** Early on in the process of looking at credentials, it became clear that businesses and other stakeholders had widely varying definitions of credentials and distinct opinions on the role that industry should play in determining their value. Requirements to determine the region's industry-valued credentials include: a common understanding of credentialing; agreement on when industry input should be obtained; clarity on how industry should be engaged to review credentials; and agreement on the content of business sign-off that constitutes "industry value." Through its WDB Partnership, the local boards will convene an industry steering committee for each of the region's six target sectors to: review and recommend metrics for determining the value of credentials; review existing credentials awarded in the region that pertain to their sector and determine their value; identify credentials that would be desirable for the industry; develop a process for re-confirming the value of credentials over time; and provide recommendations on course content for regional sector pathway programs and other training that will produce the credentials.

**Accessibility and Inclusiveness:** While the time available to produce the Regional Plan was less than optimal, the process included extensive engagement with a wide range of stakeholders. Through a series of community forums on workforce planning, thousands of individuals representing key stakeholders and communities were invited and, ultimately, more than five hundred participated. Those participating included individuals representing agencies and programs that serve immigrants and English language learners, disconnected youth, including foster youth, Native Americans, persons with disabilities, returning offenders and others with barriers to employment. The inclusiveness of the planning process reflects, to a large extent, the accessibility and inclusiveness of the regional workforce system. While one of the themes emerging from stakeholder input centers on greater use of community-based agencies as "on ramps" to the workforce system, there was also wide recognition that the system currently makes significant efforts to inform and engage individuals from every community and target group.



**Job Quality:** As part of continued planning efforts, the Los Angeles Basin RPU will develop a "quality job" definition that takes into consideration the career plan of an individual and is not arbitrarily based on a particular wage standard or fixed set of circumstances. The development of this definition will rely substantially on input from economic development and social services partners and the data they present to demonstrate the true likelihood that a given career pathway can lead to economic self-reliance.

**Regional Agreements:** While there are many written agreements among the Los Angeles Basin boards that concern services to specific target groups, program operations and unique initiatives, no specialized memorandum of understanding (MOU) or cooperative service agreement has been developed solely for this purpose. The approval of this Plan by the seven WDBs represents agreement among them on regional collaboration within the RPU.

**Related Plans:** The Regional Plan references compatible education and workforce plans in the Los Angeles Basin RPU. These include the community colleges' recently released Strong Workforce Plan for the greater Los Angeles area and the various plans for the region's thirteen Adult Education Block Grant (AEBG) consortia.

**Regional Goals:** The seven local WDBs comprising the LA Basin RPU have established a series of goals for the regional workforce system. Goals fall into two categories: technical goals and strategic goals. Technical goals relate to the technical requirements of regional coordination, while strategic goals help chart a course for improving the overall effectiveness of the system within the region. Examples of technical goals are: engagement of industry leaders from priority sectors in identifying skill needs, reviewing training content, determining the value of credentials and recommending programs to address skill needs; adopting a regional definition of "industry-valued" to support credential efforts; and developing guidelines for defining "quality jobs." Strategic goals include: developing a framework for determining the scalability and replication potential of career pathway programs; adopting a regional protocol for incumbent worker training; developing a framework for supporting workers engaged in the gig economy; and more. Work toward accomplishing these goals will be a principal focus of the region over the next two years.



## Verdugo Local Plan Summary

The Verdugo Workforce Development Board (VWDB) has been providing services to the residents and businesses of the Cities of Burbank, Glendale and La Cañada Flintridge for more than 30 years. The three cities formed a consortium in 1983, under a Joint Powers Agreement, creating the Verdugo Consortium. Under the Workforce Innovation and Opportunity Act (WIOA), the Governor designated the Verdugo Consortium as the Verdugo Workforce Development Area (VWDA) and certified the VWDB to oversee the workforce development system. The VWDB is one of seven Local Boards in the Los Angeles Basin and is a member of the Regional Planning Unit (LABRPU) for planning and participating in regional workforce development activities. The VWDB provides workforce development services through its comprehensive America's Job Center of California (AJCC), known in the community as the Verdugo Jobs Center located in the City of Glendale, and its Annex, Burbank Workforce Connection, located in the City of Burbank.

The VWDA is home to 322,235 residents and 26,274 businesses as of 2015. The workforce is 172,000 residents strong and the economic recovery is seen in business and job growth throughout the LABRPU, as well as the VWDA. This environment creates the opportunity for the VWDB to develop innovative sector strategies and career pathways to achieve its vision of *an economically vibrant, tri-city region with thriving businesses, youth and job-seekers on career paths that reflect their highest potential*. To achieve its vision, the VWDB has been a leader in innovation, selected as one of the pilots for the Integrated Service Delivery Model (ISD) and using this framework to continue providing services through its multiple VJC partners in an integrated customer-centered delivery approach, while braiding resources through co-enrollments. While the VWDB is one of the smallest Local Boards in the LABRPU, we served more than 30,000 individuals in 2015-16 program year, representing some of the most vulnerable residents in the community including individuals with disabilities. Developing and implementing programs and services for individuals with disabilities is one of our core competencies that we are most proud of and is in alignment with our core values of Excellence, Innovation and Respect.

### Key Industry Sectors Identified:

Information and Communications  
Technology, Information, Manufacturing,  
Healthcare

Our Basic and Individualized Services are extensive; however, the unique feature is the partnerships which are well integrated and co-enrollment is a daily occurrence as opposed to an afterthought. We are one of two Workforce Boards in the state that enroll students into CalJOBS who are funded with Adult Education Block (AEBG) Grant funds and co-enrolled into WIOA as well. We are also one of the only Boards to be a voting member of our AEBG Consortium named GlendaleLEARNS. However, we are the *only* Workforce Board to enroll AEBG students into CalJOBS and provide services funded by AEBG and then co-enroll into WIOA as needed. This best practice is exemplified through our Uniquely Abled Program (UAP). The UAP was created in partnership with Glendale Community College, Exceptional Minds, Department of Rehabilitation, and industry partners from the manufacturing industry. It is the first sector pathway designed for people on the Autism Spectrum Disorder (ASD), with training as Computer Numerical Control (CNC) Machinists, creating opportunities for them to enter

middle-skill and mid-level wages. These participants were assessed, enrolled in the training, and provided supportive services by the Department of Rehabilitation (DOR) under WIOA Title IV, then enrolled by our VJC staff into AEBG in CalJOBS to provide work readiness and job placement assistance funded by AEBG, then enrolled into WIOA Title I by our VJC staff for On-the-Job Training and retention services. Therefore, these participants were enrolled in AEBG, WIOA Title I, and WIOA Title IV without duplication or supplanting of services, demonstrating the integration of services and braiding of resources.

Serving our local youth continues as a priority for the VWDB and maintains its youth council, Verdugo School-to-Career Coalition (VSTCC), to facilitate cooperation between youth-related partners in the community. The VSTCC meets on a quarterly basis and members include the local school districts, community colleges, youth disability program, elected officials, and VWDB members. The VWDB has long-standing partnerships with local school districts and colleges, focusing on the successful transition of students from secondary to post-secondary education and/or career training and job placement as appropriate. A systematic referral process exists from secondary to post-secondary education with Glendale Unified School District (GUSD) directly referring students to Glendale Community College Community and Continuing Education, Garfield Campus. Students are referred when they need credit recovery as well as when they graduate. VJC staff are outstationed at the College's Garfield Campus to offer youth services that support students and provide paid work experience as a motivator to earn their diploma or equivalent.

The Verdugo Creative Technologies Consortium (VCTC) focuses on Information as a target industry. The VCTC develops career pathways in Digital Manufacturing and Digital Media for local high school and community college students. Several goals and objectives define the VCTC's efforts, including: development of dual-enrollment plans between the local community college and two school districts in the VWDA; skill competency mapping for target occupations; and industry definition of high-growth career pathways in Digital Media and Digital Manufacturing. In 2017, VWDB will work with Core Program partners which also include the State of California Employment Development Department and DOR to expand an already notable list of VCTC Information sector partners: Warner Bros Entertainment, Inc., Nickelodeon, Cartoon Network Studios, The Motion Picture Editors Guild, and The Art Director's Guild.

The VWDB developed an approach for developing career pathways that begins with industry sector strategies. Business needs assessments are conducted that include skills mapping to determine specific human capital needs. The VWDB convenes partners, including training providers such as Glendale Community College, which design the curricula to meet the needs of the employers. The partners work together to develop the career pathway, design the overall project, and access resources to fund the project. The partners work closely to implement the project and coordinate co-enrollments as well as job placements upon graduation. While the VWDB is the facilitator and convener, the process is led by the business customer to ensure specific requirements and expectations are met. This business-centered approach is also the foundation for our Business Services Team.

Our BST was developed with our partners including EDD to increase job opportunities for our participants as well as to serve the business community. The BST coordinates and implements more than 60 hiring events annually, participates or hosts job fairs on a quarterly basis, fills job order for employers, and provides labor market information as well as other business services. In 2016, the BST was recognized by the US Census for providing them with more qualified candidates than any other workforce development agency in California. The BST, in partnership with Economic Development and California Manufacturing Technology Consultants, also provides layoff aversion and rapid response services.

The VWDB's long history of providing workforce development services in the VWDA has resulted in partnerships that develop and implement innovative career pathways. The VWDB targets customers with multiple barriers for entrance into career pathways to middle-skill occupations and mid-level wages creating opportunities to reach their full potential. The focus on continuing education and training including stackable credentials allows customers at all levels to continue their upward mobility to the middle class or higher and provide economic security for all Verdugo residents.

## SOUTH BAY WORKFORCE INVESTMENT BOARD (SBWIB) Local Plan Summary

The South Bay Workforce Investment Board (SBWIB) oversees a local workforce area comprised of eleven cities: Hawthorne, Inglewood, Gardena, Carson, Lawndale, El Segundo, Manhattan Beach, Redondo Beach, Hermosa Beach, Torrance and Lomita. The area made up by these cities is a commonly recognized sub- region of Los Angeles County with a distinct feel and notable diversity in population and economy. Many large businesses call the South Bay home and many more start-ups in tech and other sectors are also based in the area. The strong local workforce system that we have developed is critical to ensuring that residents are able to take advantage of the economic opportunities that the area has to offer.

**Alignment with Regional Plan:** The economic and background analysis within the Los Angeles Basin RPU’s Regional Plan provides a detailed description of business and the workforce in the region. Key assertions of the Regional Plan that SBWIB has embraced with our Local Plan, include the following: priority sectors are those that offer the greatest promise in terms of opportunities for quality jobs; for businesses to compete regionally, nationally and globally, a skilled workforce is needed; and, as many workers lack skills needed for jobs in demand industries, the availability of training to provide foundational skills, core competency skills, work readiness/work maturity skills and hard skills is required.

### Key Industry Sectors Identified:

Manufacturing, Healthcare, Information  
and Communication Technologies,  
Construction

**Compatibility with State Workforce Plan:** SBWIB has implemented various strategies and is continuing to develop new approaches to align local programs with the policy direction of the State Plan. Strategies in support of the State plan include collaboration with core workforce programs, one-stop partners and other local stakeholders. In addition, workforce services for

adult job seekers and youth serve as on ramps to regional sector pathway programs, the key workforce strategy promoted by the State Plan. Furthermore, SBWIB has implemented programs, services and strategies in the following areas to ensure compliance with State policies concerning local operations: sector strategies; career pathways; organizing regionally; “earn and learn” models; supportive services; building cross system data capacity; and integrating and braiding resources.

**Local Service Delivery System:** The system provides access to career pathway programs that have been developed both locally and regionally. In addition, it ensures job seekers have access the career development, training and wrap-around support services needed to prepare for in-demand occupations.

**AJCC System:** SBWIB oversees a one-stop system comprised of four AJCCs: Inglewood, Carson, Gardena and Torrance. The Inglewood One-Stop Business and Career Center is the flagship center, functioning as a full-service AJCC, with all three of the other centers also offering a wide array of career services, access to training and services for business customers. A variety of partners are co-located at various one-stop sites, while all are connected electronically. Together, the centers function as a system.

**Youth:** SBWIB has a long history of success utilizing “All Youth One System” as a framework to address the significant barriers facing youth. This system promotes coordination with education, community, public and industry partners for implementation of services for all young people needing assistance. From our 4 AJCCs and 2 Teen Centers, SBWIB provides a full range of services for in-school and out-of-school youth.

**Business Services:** Meeting the needs of businesses is the primary objective of the local workforce system. Among the principal ways that this is accomplished are: hiring and recruitment; ensuring job candidates are prepared for work: training for the existing workforce; and making referrals to our network of partners. SBWIB uses a wide variety of web-based and other resources to market services to business.

**Facilitating Access to Regional Sector Pathways:** SBWIB is committed to career pathways as the optimal method for preparing the local workforce for careers in demand sectors. SBWIB’s career pathway model has the goal of increasing learners’ and workers’ educational and skills attainment and improving their employment outcomes, while meeting the needs of employers in growing sectors and industries. We understand that career pathway programs offer a clear sequence of education coursework and/or training credentials aligned with employer-validated work readiness standards. The model enables workers to earn industry-recognized credentials and attain marketable skills to secure work in growing careers.

**Key Partnerships:** SBWIB has developed a large local network of workforce, economic development, education, government and community organizations into a unified workforce system. Key partners include: the California Employment Development Department; the California Department of Rehabilitation; economic development agencies (including the South Bay Association Chambers of Commerce, South Bay City Council of Government, and economic development staff/functions of the SBWIB’s 11 member cities); and education, including adult schools, El Camino College, Cal State Dominguez Hills and others.

**Target Populations:** In addition to WIOA Adult Program priority populations (including veterans and low income individuals), SBWIB has developed strategies and set goals for service enhancements related to various populations with barriers to employment, including English language learners, foreign born individuals, persons with disabilities, and returning offenders, among others.

**Goals:** SBWIB’s Plan includes goals to strengthen, develop and expand services and functions at the local level. Additionally, there are goals expressed in the Regional Plan that will require action at the local level.

**Local Area Operations:** Among the goals established to enhance local operations are: increasing marketing and visibility of career pathway programs and workforce services using social media, marketing campaigns and other virtual forums; advancing strategies that engage small business enterprises with the workforce development system, including work-based learning models, tax credits, layoff aversion and entrepreneurial services including entrepreneurial start up training for dislocated workers; and working with stakeholders to identify strategies for meeting the workforce development needs of targeted populations including second chance, disconnected youth, and individuals with disabilities, ensuring these needs are addressed in career pathway programs and sector partnerships.

**Regional Coordination:** Among our various goals to promote regional coordination, planning and system alignment are: participation in planning a structure for the Los Angeles Basin RPU

“WDB Partnership”; supporting regional efforts to engage businesses in discussions on industry-valued and recognized credentials; and contributing to engagement of industry in discussions on regional sector pathways.

**Submission of Unsigned Plan:** The time required to develop, vet and publish the Regional and Local Plans for comment has just concluded. The WDB and CLEO have been briefed on the development and content of the Local Plan. However, insufficient time was available to formally present the Local Plan to the WDB and CLEO for formal approval prior to the March 15, 2017 deadline. SBWIB will submit a signed original no later than July 1, 2017.

The South Bay Workforce Investment Board (SBWIB) oversees a local workforce area comprised of eleven cities: Hawthorne, Inglewood, Gardena, Carson, Lawndale, El Segundo, Manhattan Beach, Redondo Beach, Hermosa Beach, Torrance and Lomita. The area made up by the cities is a commonly recognized sub-region of Los Angeles County with a distinct feel and notable diversity in population and economy. Our diversity is our strength. There is a large young population, which, with the required preparation, will be ready for the many jobs that the area is expected to produce in the next decade. Many large businesses call the South Bay home and many more start-ups in tech and other sectors are also based here. To ensure that residents are able to take advantage of the economic opportunities that the area has to offer, a strong local workforce system is critical. SBWIB has developed a large local network of workforce, economic development, education, government and community organizations into just this system. We are proud to be a local leader in developing effective partnerships and our Local Plan speaks to that strength. At the same time, we recognize that we are part of a larger regional workforce development system that spans the entire Los Angeles Basin Regional Planning Unit (RPU). This Plan recognizes the importance of the work that SBWIB and our regional partners are doing to create and sustain a strong workforce system across the region to address the needs of priority sectors and workers. SBWIB’s Local Plan supports both the Regional and State Plans and puts forth strategies to implement key features of those Plans at the local level.



### Key Industry Sectors Identified:

Healthcare, Business and Professional Services, Manufacturing,  
Hospitality and Tourism, Trade, Transportation and Utilities

## SOUTHEAST LOS ANGELES COUNTY WORKFORCE DEVELOPMENT BOARD (SELACO WDB) LOCAL WORKFORCE DEVELOPMENT PLAN 2017 - 2020

### EXECUTIVE SUMMARY

The Southeast Los Angeles County Workforce Development Board (SELACO WDB) oversees a local workforce area comprised of seven cities: Artesia, Bellflower, Cerritos, Downey, Hawaiian Gardens, Lakewood and Norwalk. With a population of just under 500,000 residents, the area occupies a unique space within the region's geography and economy, sitting on the border of Los Angeles and Orange Counties, the two most populous counties in California. Workers in the region benefit from employment opportunities across the two-county area.

**Alignment with Regional Plan:** SELACO WDB's Local Plan is rooted in regional planning that has occurred within the Los Angeles Basin Regional Planning Unit (RPU). Furthermore, this Plan fully supports the vision for regional collaboration expressed by the RPU's Plan. The Regional Plan provides an analysis of key economic conditions, in-demand sectors and the workforce. Factors examined within this analysis include industry competitiveness, employment by industry, employment forecasts, target sectors for workforce development, skill requirements, workforce characteristics, and workforce development activities in the region. Our Local Plan reflects this regional analysis.

**Compatibility with State Workforce Plan:** SELACO WDB has implemented various strategies and is continuing to develop new approaches to align local programs with the policy direction of the State Plan. Strategies in support of the State plan include collaboration with core workforce programs, one-stop partners and other local stakeholders. In addition, workforce services for adult job seekers and youth serve as on ramps to regional sector pathway programs, the key workforce strategy promoted by the State Plan. Furthermore, SELACO WDB has implemented programs, services and strategies in the following areas to ensure compliance with State policies concerning local operations: sector strategies; career pathways; organizing regionally; "earn and learn" models; supportive services; building cross system data capacity; and integrating and braiding resources.

**Local Service Delivery System:** The local service delivery system ensures that job seekers have access the full range of employment, skills development and support services needed to prepare for jobs offering a living wage, career advancement opportunities and a pathway to the middle class.

**AJCC System:** SELACO WDB's AJCCs function as the primary portal through which all services are accessible. SELACO WDB oversees two America's Job Centers of California (AJCCs). One full service center in the City of Cerritos and one satellite center in the City of Norwalk, which will become a comprehensive center in 2018. The centers operate under an integrated service delivery model with Wagner-Peyser staff and offer the full array of WIOA Adult and Dislocated Worker Program services.

**Youth:** To complement WIOA services for youth and young adults, SELACO WDB coordinates our services with programs provided by the community colleges, adult education, labor-led apprenticeships, private trade schools, Youth Build programs, and Job Corps. We are re-tooling our services for out of school youth to focus on providing participants opportunities to explore and then train for jobs in the high-demand sectors that are regional priorities.

**Business Services:** Meeting the needs of businesses is the primary objective of the local workforce system. SELACO WDB's Business Services Team supports a delivery system where business is the

customer/partner and AJCCs are delivering qualified candidates for demand occupations. The SELACO WDB Business Services Team uses a consultative approach to capture business needs and develop a customized plan to provide a full range of resources and services that support productivity and profitability.

**Facilitating Access to Regional Sector Pathways:** SELACO WDB is leading efforts locally and regionally to work with education and other partners to build on existing career pathway programs. As the Los Angeles Basin looks to adopt or develop sector pathways that will be used across the region, SELACO WDB is likely to play a major role in the process. The Board is committed to working locally and with regional partners to enhance pathway strategies to meet the needs of the region's priority sectors.

**Key Partnerships:** Collaboration with the core program partners and many other stakeholders are central to SELACO WDB's approach to managing programs and services in the local area. As we work to build on the priorities of WIOA, the State Plan, and the Los Angeles Basin Regional Plan, the Board will take greater advantage of the resources that federal, state, county, municipal and community-based programs can provide and we will rely more extensively on support from partners to develop and implement strategies that deliver job ready workers to businesses in priority sectors. Key partners in this process include: the California Employment Development Department (EDD); the California Department of Rehabilitation (DOR); economic development agencies, including local chambers, the Los Angeles Economic Development Corporation (LAEDC) and those housed in member cities; and education, including adult schools, Cerritos College, four-year institutions, and trade and technical schools, among others.

**Target Populations:** Key job seeker target groups on which SELACO WDB is focused include: English language learners, foreign born individuals, persons with disabilities, and returning offenders, among others. SELACO WDB recognizes that many job seekers need to improve their English proficiency to be eligible for employment opportunities that will provide a middle class income and has set goals to increase the availability of services in this area. Similarly, the board will continue to expand and enhance services for persons with disabilities to promote opportunities for their placement into well-paying jobs.

**Goals:** Our Plan includes goals to strengthen, develop and expand services and functions at the local level. Additionally, there are goals expressed in the Regional Plan that will require action at the local level.

**Local Area Operations:** Among the goals established to enhance local operations are: increasing the number and effectiveness of community on-ramps; identifying model program designs for youth with disabilities; and further integrating partners into SELACO WDB's integrated service delivery model.

**Regional Coordination:** Among our various goals to promote regional coordination, planning and system alignment are: participation in planning a structure for the Los Angeles Basin RPU "WDB Partnership"; supporting regional efforts to engage businesses in discussions on industry-valued and recognized credentials; and contributing to engagement of industry in discussions on regional sector pathways.

**Submission of Unsigned Plan:** The time required to develop, vet and publish the Regional and Local Plans for comment has just concluded. The SELACO WDB and SELACO Policy Board (representing SELACO WDB's Chief Local Elected Officials [CLEO]) have been briefed on the development and content of the Local Plan. However, insufficient time was available to formally present the Local Plan to the WDB and CLEO for formal approval prior to the March 15, 2017 deadline. SELACO WDB will submit a signed original no later than July 1, 2017.



## PACIFIC GATEWAY WORKFORCE INNOVATION NETWORK Local Plan Summary

### Introduction

Pacific Gateway Workforce Innovation Network (Pacific Gateway) is one of the seven local workforce development boards (LWDB) that make up the Los Angeles Basin Regional Planning Unit. The purpose of the Local Plan (Plan) is to articulate how residents of the local workforce development area (LWDA) will access the services and opportunities described in the Regional Plan. As these services are largely directed from the local America Job Center of California (AJCC), much of the Local Plan is centered on the activity and partnerships within the Long Beach Career Transition Center, as well as the Youth Opportunity Center and emerging online service portals.

#### Key Industry Sectors Identified:

Healthcare, Logistics/goods movement,  
Manufacturing,  
Information/communications technology,  
Construction apprenticeship, Hospitality

The content of this Plan provides evidence of Pacific Gateway's compliance with all federal regulations under the Workforce Innovation and Opportunity Act (WIOA), namely the delivery of services to jobseeker and employer customers of the system. Beyond this baseline of service, this Plan also describes Pacific Gateway's customization of Regional services to meet the specific needs of Long Beach and Signal Hill

residents and businesses. Localized strategies work to ensure the competitiveness of businesses and the preparedness of the area's workforce, advanced through a strong network of economic, training, education and community partners. Building on the organization's reputation as a forward-thinking, agile workforce agency, the Plan also gives direction to Pacific Gateway's future development to meet new opportunities through 2020.

In alignment with the State Plan, the following document is organized around thirteen core areas that describe the regional economy, the Pacific Gateway's vision and goals, and the host of programs, partnerships, and opportunities realized through the local AJCC. The following plan was developed by Pacific Gateway staff, with consideration and input from various stakeholder groups.

## Los Angeles County Local Plan Summary

In support of regional economic growth and economic self-sufficiency, the Los Angeles County Workforce Development Board's (WDB) Local Plan reflects a commitment to a vision that *every business in Los Angeles County has access to skilled workers and other resources needed to succeed in a global economy, and every resident has equitable access to upward mobility and prosperity*. This vision was crafted to support the California State Plan's vision to *ensure upward mobility for all Californians through the alignment of workforce development programs with those of WIOA education partners to develop demand-driven skills among job seekers that meet the needs of businesses*.

The Los Angeles County WDB is an industry-led board of senior executives appointed by the County's Board of Supervisors and charged with policy oversight of the County's Workforce Innovation & Opportunity Act (WIOA) workforce development system. The Los Angeles County Workforce Development, Aging and Community Services

Department (WDACS) is the County's lead agency for workforce development. WDACS is responsible for administering the 2nd largest public workforce system in the State. WDACS is the fiscal and programmatic administrator of this system and is responsible for providing workforce services to the four million residents and roughly 300,000 employers in 58 of the County's 88 cities, and in all of its 151 unincorporated areas. In total, through its many departments, the County administers approximately \$650 million a year in economic and workforce development programs and initiatives. The roughly \$35 million in WIOA funding the County receives each year is nested within this larger County workforce and economic development system. This positions WDACS to maximize WIOA funding by braiding and leveraging it, to the extent possible, with other non-WIOA workforce and economic development resources.

### Key Industry Sectors Identified:

Advanced Manufacturing, Construction, Entertainment and infotech, Health services, Leisure and hospitality, Trade and logistics

To begin achieving the vision of the Local Plan, WDACS entered into the Phase I MOU agreement with the County workforce development system's WIOA core program and other required partners to align resources and remain actively engaged in the planning and implementation of an innovative, coordinated, data-driven workforce system that meets the needs of businesses, job-seekers, and the regional economy. The vision, goals and strategies outlined in this Plan are strongly linked to analytical data reflecting the characteristics of the L.A. Basin's regional economy. This data resulted from WDACS, in partnership with L.A. City, contracting the Los Angeles County Economic Development Corporation (LAEDC) to conduct an analysis of our region. This analysis resulted in the Los Angeles: People, Industry & Jobs 2015-2020 report that outlined existing and emerging in-demand industry sectors and occupations in our region. It is this analysis on which our Local Plan is based.

The submission of this Plan for State approval does not signal the end of our WIOA planning process. The purpose of the Plan is to serve as a blueprint for the implementation of strategies to achieve the County's WIOA goals. The plan will be adjusted over the next two years as strategies are tested, successes are measured, lessons are learned, and consumer and

stakeholder feedback is gained. As per State mandate, a revised Plan will be submitted for State review and approval after two years of Plan implementation.

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## City of Los Angeles WDB Local Plan Summary

### Executive Summary

The City of Los Angeles Workforce Development Board's Local Plan outlines the vision of its workforce development system to prepare and place individuals into self-sufficient employment, focuses on career pathway employment opportunities, and emphasizes strategies for system collaboration. The three pillars of the Local Plan are: improving the skills (up-skilling) of the workforce; employer engagement focused on sectors; and system building through collaboration. The strategies include:

- Focusing on education and training for all job seekers (adults, youth, dislocated and incumbent) by emphasizing credentials and high school graduation attainment.
- Engaging employers and industry groups to develop strong sector pathways to address the evolving demands of the economy and the required workplace skills.
- Coordinating with the Los Angeles workforce development community (local school district, community colleges, training providers, and *especially* employer and related business/industry groups) to build partnerships and systems to increase workforce outcomes. Several populations, particularly those with multiple barriers to employment (low income and disadvantaged worker populations: individuals with a history of homelessness, women and men of color, disabilities, veterans, ex-offenders, English Language Learners [ELL], high-school drop-outs, foster youth and other disconnected workers), need to be better served by *all* systems of care.

### I. Education/training

A top priority of the Board is to ensure that the City has a high functioning education and workforce development system in place, one that produces skilled workers for *quality jobs* in the Los Angeles Region. As economic data from the Los Angeles County Economic Development Corporation (LAEDC)

indicates, there are many quality jobs available in the Los Angeles area. However, the nature and entry requirements have changed significantly over the last two decades. While the best paid positions are often occupied by workers who have at least a bachelor's degree, there are other good, middle-skills jobs that only require some level of postsecondary education or credential beyond a high-school diploma alone. Workers with such occupational and trade credentials earn above the region's median household income.

#### Key Industry Sectors Identified:

Transportation and Logistics, Advanced Manufacturing, Biotech/Biosciences, Construction, Healthcare

Demand for these middle-skill jobs is strong, accounting for half of all job openings in California. This demand will remain robust in the future, not only because of anticipated above-average growth in particular industries, but also because of a need to replace an increasing number of retiring workers. It is estimated that only 43 percent of the local workforce is educated or trained to the middle-skill level. Forty-four percent are low-skilled workers competing for a dwindling number of low-skill jobs. Acknowledging that leading and competitive industries have occupations that require both substantial work experience and education beyond a high school diploma, addressing this "skills gap" is critical to developing a vibrant labor force that meets the needs of high-demand employment sectors in the City of Los Angeles.

## II. Engaging Employers

Another key part of the Local Plan is a focus on engaging the employer and business community to understand their needs for a skilled and trained workforce. Linking employers and business groups with the community colleges, training providers, and high school career-technical programs will help ensure that curricula and credentials align with actual industry needs. The focus is on key industry sectors, not only those occupations where job opportunities exceed the qualified candidate pool, but also those that have opportunities for advancement along a clear career pathway. A demand driven workforce development strategy that moves youth and adults into training and towards completing “stackable” industry-valued credentials will enable people to secure jobs with increasing responsibility and pay.

## III. Coordinating Efforts

As demonstrated by the Board’s past and current efforts targeting populations with significant barriers to employment, building and sustaining partnerships and coordinating efforts of multiple systems of care are critical to improving the workforce and educational outcomes of job seekers. In order to be successful, these vulnerable populations require multiple and coordinated interventions and supports not only for successful placement and but also for retention in employment.

The local workforce development system will continue its investment in youth who are disconnected from school and work. Research by Dr. Paul Harrington, Drexel University, shows that nearly 16 percent of youth in Los Angeles, ages 16 to 24, are, disconnected from both education and employment. Given the “skills gap” that exists in our current workforce, the Local Board recognizes the importance of addressing out-of-school youth and reducing the high school drop-out rate in order to prepare our underserved youth for success in employment and adult life.

Los Angeles is the leading force of the federal Performance Partnership Pilot establishing a coordinated effort between local education, the workforce development system, employers, and other governmental and community-based organizations to ensure the local workforce is prepared for economy career. A listing of currently funded programs designed to support the youth and adult centers to attain this plan’s goals is attached at the end of this plan.

## Vision

*“The Los Angeles Workforce Development System will be a national leading workforce development and training system that produces and places skilled workers into quality jobs in the Los Angeles region.”*

It is the shared vision of the Local Workforce Development Board (WDB), Mayor, City Council, and the City’s Economic and Workforce Development Department (EWDD) to sustain and grow the Workforce Development System (WDS) in the City of Los Angeles, and to refocus delivery to better address evolving economic and labor market conditions in the region, specially taking into account the needs of particularly vulnerable populations.

## FOOTHILL WORKFORCE DEVELOPMENT BOARD (WDB) Local Plan

### Summary

#### Executive Summary

The Foothill Workforce Development Board (FWDB) oversees a Local Workforce Development Area (Local Area) of six (6) cities with a combined population of nearly 300,000 residents: Arcadia, Duarte, Monrovia, Pasadena, Sierra Madre and South Pasadena. Under a joint powers agreement developed 35 years ago, the efforts of our municipal consortium have resulted in thousands of successful matches between those seeking employment, and businesses scouting talent. Key elements of our approach to supporting regional economic growth and economic self-sufficiency: demand-driven approaches; regional thinking and local action; increased access to services for all job-seekers; and investments in skill development.

#### Key Industry Sectors Identified:

Healthcare, Information and  
Communications Technology,  
Construction

**Alignment with Regional Plan:** The FWDB Local Workforce Development Plan (Local Plan) is closely aligned with the Los Angeles Basin Regional Planning Unit (RPU) Regional Workforce Development Plan. The Local Plan relies on economic analyses in the Regional Plan, which address economic conditions, demand

sectors, and the workforce. Within these analyses, factors examined include industry competitiveness, industry employment, employment forecasts, target sectors for workforce development, skill requirements, workforce characteristics (including education and skill levels), and workforce development activities in the region. In addition, the Local and Regional Plans are in sync with regard to goals and strategies for preparing a skilled workforce and collaborative resource alignment.

**Compatibility with State Workforce Plan:** Foothill WDB has implemented various strategies and is continuing to develop new approaches to align local programs with the policy direction of the State Plan. Strategies in support of the State plan include collaboration with core workforce programs, One-Stop partners, and other local stakeholders. In addition, workforce services for adult job-seekers and youth serve as on-ramps to regional sector pathway programs, the key workforce strategy promoted by California's Integrated Workforce Development Plan. Furthermore, FWDB has implemented programs, services, and strategies in the following areas to ensure compliance with State policies regarding local operations: sector strategies; career pathways; organizing regionally; "earn-and-learn" models; supportive services; building cross-system data capacity; and integrating and braiding resources.

**Local Service Delivery System:** The local delivery system includes services provided by a wide range of partners and programs. Those directed by FWDB include the following:

- **AJCC System:** FWDB oversees a One-Stop system comprised of two (2) AJCCs: Pasadena and Monrovia. The Foothill Employment and Training Connection (FETC) Center in Pasadena is FWDB's flagship AJCC and its affiliate AJCC is housed at Monrovia

Community Adult School/ROP in Monrovia, California. A third “physical” site is FWDB’s Mobile Training Unit, which is deployed to various locations around the Local Area. Each site is enhanced by technology and the information that system partners provide to customers. A variety of partners are co-located at various One- Stop sites, while all are connected electronically. Together, the centers function as a system.

- **Youth:** FWDB has elected to commit 100% of its WIOA youth allocation to exclusively serve Older, Out-of-School Youth (OSY). Providing a continuum of services enables OSYs to benefit from WIOA Youth and Adult Program career development, training, and placement services.
- **Business Services:** Meeting the needs of businesses is the Local Area’s primary objective. This is chiefly accomplished through: hiring and recruitment; ensuring job candidates are prepared for work: training for the existing workforce; and referrals to our network of partners. FWDB oversees a robust business outreach program with an extensive menu of services.
- **Facilitating Access to Regional Sector Pathways:** To meet current and long-term business needs, FWDB will continue to expand programs to establish career pathways as a means of developing the skills local job-seekers need for careers in targeted sectors. Career pathways require development of multi-step career ladders that begin with fundamental, job-entry skills, and conclude with advanced technical skills. Our work in career path development includes not just local planning and program development, but collaboration with partners to develop regional sector pathway programs and strategies for industries prevalent in Los Angeles and neighboring planning areas, including Healthcare, Information and Communications Technology, and Construction.
- **Key Partnerships:** In 1998, FWDB co-located with EDD in an EDD-owned facility, which set in motion a partnership that would pioneer the WIOA/Wagner-Peyser Integrated Service Delivery model--EDD remains a central partner. Other key partners include: the California Department of Rehabilitation, economic development agencies (San Gabriel Valley Economic Partnership, San Gabriel Valley Regional Chamber of Commerce, the Los Angeles Chamber of Commerce and the Los Angeles Economic Development Corporation), and education agencies, including Pasadena City College and Monrovia Community Adult School, among others.
- **Goals:** The Local Plan includes goals to strengthen, develop and expand services and functions at the local level. Goals in the Regional Plan will require action at the local level.
- **Local Area Operations:** Among the goals established to enhance local operations are: expanding on FWDB’s “Baldrige” certification process by developing/securing more continuous quality improvement-related training for the entire Local Area partnership; working with business and education partners; implementing incumbent worker training programs; identification of new funding opportunities and resources for at-risk youth, including “disconnected youth,” and young adults; working with education partners and other stakeholders; identification of financial and nonfinancial resources for English language learners, and options and strategies for alternative methods of English



language skills development; and acquisition of new resources to increase the accessibility and inclusiveness of AJCC services for person with disabilities.

- **Regional Coordination:** Among our various goals to promote regional coordination, planning and system alignment are: participation in planning a structure for the Los Angeles Basin RPU “WDB Partnership”; supporting regional efforts to engage businesses in discussions on industry-valued and recognized credentials; and contributing to engagement of industry in discussions on regional sector pathways.

**Submission of Unsigned Plan:** The time required to develop, vet, and publish the Regional and Local Plans for comment recently concluded. The FWDB and Local Area CLEO have been briefed on the development and contents of the Local Plan; however, insufficient time was available to formally present the Local Plan to the FWDB and CLEO for formal approval prior to the March 15, 2017 deadline. FWDB will submit a signed original no later than July 1, 2017.



## Orange Regional Planning Unit – Regional Workforce Plan Summary:

### Key Industry Sectors:

Healthcare; Manufacturing;  
Information Technology;  
Hospitality & Tourism

Orange County (OC) has been identified by the state as a single economic sub-region and singular regional planning unit (RPU). There are three local boards within the OC RPU. The Orange County Regional Plan (OC Regional Plan) has been developed with collaborative input of the local boards and key regional partners and stakeholders. Implementation commitments and partner roles are described and detailed within this

regional plan. The engagement of partners has been a priority for the region in an effort to align workforce, education, and businesses to foster a comprehensive workforce system that is responsive to demand-driven needs in the region.

This OC Regional Plan is focused on constructing a regional training, education, and workforce architecture that aligns with the Orange County regional labor market and California State Plan policy objectives. Individuals will access and experience this regional workforce architecture primarily through local service delivery efforts outlined in the local plan included as part of the OC Regional Plan. The overarching Orange County Regional Plan vision is a large-scale movement that will address industry identified skills gaps, employment, education, workforce, economic development, and poverty challenges in the region through assessment and strategic alignment of the local workforce system partners' regional goals, policies, practice, and service delivery.

This plan seeks to build sector strategies, support career pathways/regional sector pathways, and foster strategic regional partnerships during the 2017-2020 program years by working toward the following overarching regional goals:

**Targeted Meaningful Business and Industry Engagement-** *foster demand driven skills attainment through the collaboration and active engagement of businesses in workforce and education planning, including identifying key industry skills needs, determining skills gaps, and education and training needs to be incorporated in regional sector pathways and development of industry relevant and demand driven programs and pathways.* **Outcome: Help people get good jobs**

**Improve access and quality of Service Delivery-** *enable upward mobility for all Californians through innovation* organized around regional sector pathways- increase, expand, and improve programs that increase opportunities for all workers and job seekers for employment in fields with high wages and/or career advancement opportunities, including for those with barriers to employment such as English Language Learners and special populations. **Outcome: Help people sustain good jobs**

**Strategic regional alignment-** *bring about system change through the alignment, coordination, and integration of programs, services, and partners-* system alignment, service integration, and support towards a sustainable regional infrastructure that are in sync and committed to the overall goal of helping people get good jobs, sustain/keep good jobs, and positively affecting regional economy through sustainable regional sector pathways. **Outcome: Positively impact regional economy**

Specific strategies and implementation processes are described in detail in the plan. Generally strategies will aim to:

- Maximize efficiencies and innovations in the workforce development system
- Target Manufacturing, Healthcare, Information Technology and Hospitality and Tourism as key industries that will drive demand for middle skill occupations in the region
- Enhance access to workforce development services offered by all partners that will address skills/labor gaps
- Develop a comprehensive continuum of career pathway resources that support a multiple entry point system- no wrong door for clients in need for varying services
- Align, coordinate, and integrate workforce/education programs and services to economize and leverage limited resources to provide the right services to customers based on particular and unique needs
- Target areas of Orange County that exhibit high concentrations of unemployment and low income (Red Zones)
- Development of Regional Sector Pathways to increase, expand, and improve programs that create opportunities for all, including for those with barriers to employment such as English Language Learners and special populations

Orange County has a dynamic, diverse and industrious population that is poised to emerge as a major center for economic growth. While existing partnerships between local boards, businesses, educators and other stakeholders have supported the region adequately thus far, the next phase in Orange County's economic and workforce development history will be heavily influenced by the policy and planning decisions made today.

## Orange and Santa Ana Local Plan Summary

Orange County is the sixth largest county in the United States with a population of 3.1 million residents. Orange County has been identified by the state as a single economic sub-region and singular Regional Planning Unit (RPU). Within the Orange County RPU, there are three local boards: The Orange County Development Board (OCDB) administers a local workforce system for 2.4 million of the region's residents, serving 32 of the county's 34 cities and all of the unincorporated communities of the county. Additionally, OCDB has been selected by the County of Orange, Board of Supervisors as the designated coordinator of economic and workforce development for the County as a whole and as such, serves all 34 cities and unincorporated areas in this capacity. The Anaheim Workforce Development Board (AWDB) serves the City of Anaheim. The Santa Ana Workforce Development Board serves the City of Santa Ana. The Orange County Region (OC Region) and residents are all connected through interwoven labor markets, workforce activities, and services. To this end, in the true spirit of collaboration and system alignment, two local boards have come together to submit one local plan that will implement the OC RPU's regional plan.

The Orange County Unified Local Plan (OC Unified Local Plan) is driven by strategic initiatives in the regional plan with consideration of alignment with the strategic plans of key partners. The primary purpose of this local plan and partnerships therein, is to facilitate access to workforce services at the local level. While the regional plan focuses on constructing a regional training, education, and workforce architecture that aligns the regional labor markets, individuals and businesses will access and experience this regional workforce architecture primarily through local service delivery efforts.

### Key Industry Sectors Identified:

Information Technology, Manufacturing,  
Hospitality & Tourism, Healthcare

**VISION:** The local strategic vision is to fuel collaborative partnerships, system alignment, policy development, funding oversight, and an integrated and innovative service delivery system that drives workforce and economic development to support and strengthen growth for the local and regional economy and economic self-sufficiency for individuals.

**GOALS:** Based on analytical background information presented in the OC Regional Plan, the OC Unified Local Plan's vision and corresponding goals are designed around articulating service delivery at the local level that aligns with the regional labor market needs and system architecture blueprint laid out in the regional plan.

Partner Commitment, Cross-system Communication, and Service Delivery Innovations			
	<b>High Value Sectors</b> Impact High Value Sector stability and growth <ul style="list-style-type: none"> <li>• Identify/establish High-Value sector association in OC</li> <li>• Identify priorities for each High Value sector</li> <li>• Target special resources to support advanced</li> </ul>	<b>Education and Training</b> Prepare an educated and skilled workforce <ul style="list-style-type: none"> <li>• Increase number of Red Zone focused projects</li> <li>• Identify the process used to determine the industry-valued and recognized postsecondary credentials.</li> <li>• Red Zone Project: targeted alignment of all partner resources</li> </ul>	<b>Workforce Development</b> Increase system efficiencies and innovations; support sustainable infrastructure <ul style="list-style-type: none"> <li>• Enhance access to workforce development services offered by all partners</li> <li>• Establish cross referral network among all partners</li> <li>• Usage of cross referral</li> </ul>

These local goals are in alignment with both the California State Plan and OC Regional Plan. These collaborative strategies for the OC Unified Local Plan serve as an action plan to develop, align and integrate the region and local area's job-driven workforce development systems and provides the platform to achieve the local area's visions and strategic and operational goals with outcomes that will include, but not be limited to, the local workforce system's ability to:

- Improve service delivery
- Improve training and employment outcomes
- Better meet employer needs
- Coordinate regional service strategies for in-demand industry sectors or occupations
- Deliver customer focused services to individuals and businesses
- Meet and exceed local performance
- Unify collection and analysis of regional labor market data
- Coordinate costs and resources, such as: administrative, transportation, and support services
- Align economic and workforce development activities and resources
- Coordinate regional sector initiatives and develop regional sector pathways

## Anaheim WDB Local Plan Summary

### Key Industry Sectors Identified:

Professional & Business Services, Trade, Transportation & Utilities, Leisure & Hospitality, Education & Health Services

Anaheim Workforce Development Board

Local Plan 2017-2020

### EXECUTIVE SUMMARY

The City of Anaheim Workforce Development Board (AWDB) Local Plan outlines strategies needed to accomplish the vision of a workforce development system. The Local Plan is a living document that will be reflective of the local and regional areas that may be impacted by changes in labor market, economic conditions, and demographics. The AWDB, through the development of regional and local workforce and economic development networks, will address the workforce and education priorities, in partnership with Orange County Development Board and Santa Ana Workforce Development Board to align job seeker and industry needs overlap. The three Workforce Boards will continue to discuss alignment of resources in support of shared strategies and priorities to identify high quality employment, recognized credentials to achieve that employment, skill gaps, and other barriers that are roadblocks to upward mobility.

**Vision:** A quality workforce composed of well-trained workers able to work in an environment of and sustainable economic growth.

**Goals:** To provide the leadership necessary to develop, direct and promote a comprehensive workforce network of resources and services that are responsive to the workplace needs of business and provide an opportunity for adults and youth to maximize their employment potential.

The Anaheim Local Plan will engage employers, industry sectors and educational community to develop strategies to overcome barriers to employment and skill achievement and employment experienced by segments of our local population. It is our goal to identify high growth, demand industry employment sectors to ensure a targeted pipeline of properly trained job seekers. Through the AJCC, the AWDB will ensure collaboration with business and educational partners and promote regional and economic development networks that focus on identifying and meeting the skill needs of the priority industry sectors.

The plan not only prepares individuals for self-sufficient employment, but also ensures the growth of employment opportunities in the local region. The AWDB implements various strategies to ensure that a full range of employment and training services delivered through the AJCC are accessible to, and will meet the needs of adult, dislocated and youth workers. The priority for the Anaheim workforce community to engage with stakeholders to continue to coordinate efforts to achieve successful workforce outcomes, and, to maintain a successful and sustained service delivery model.

As such, the AWDB will continue to meet the market demand, together with professional staff, engaged board members, supportive local elected officials, regional and state partners, and a record of over 20 years of customer support and satisfaction. We remain a unique and vital asset to the City of Anaheim.

## Inland Empire Regional Planning Unit – Regional Workforce Plan Summary:

### Key Industry Sectors:

Healthcare; Manufacturing;  
Transportation and Logistics;

Located in the inland region of Southern California, the Inland Empire Regional Planning Unit (IERPU) is comprised of Riverside and San Bernardino Counties. The workforce development system within the IERPU is led by the Riverside County Workforce Development Board (RCWDB) and the San Bernardino County Workforce Development Board (SBCWDB). The

two Local Boards (WDB) led the regional planning process to develop the IERPU Regional Workforce Development Plan.

In leading the development of a regional plan, the WDBs included key partners, stakeholders and customers from across the region to participate in the assessment of current workforce activities including those funded through the Workforce Innovation and Opportunity Act (WIOA) as well as those funded through other sources. The assessment consisted of multiple evaluations of planning elements that aligned to other regional plans such as the Adult Education Block Grant (AEBG) and the California Unified Strategic Workforce Development Plan. More than 200 partners and stakeholders and 87 customers participated in Stakeholder Forums and Focus Groups to provide input into the plan.

The two WDBs of the IERPU created a vision statement for the region to set the strategic direction for planning and implementation of the regional plan: *The workforce development vision for the Inland Empire is a reinvented regional system that engages business and industry in identifying high quality jobs and designing training programs to prepare a competitive workforce. The IERPU partners will prepare the workforce by ensuring that services address barriers to employment and promote educational attainment to create pathways from dependency to prosperity.* With an established history of collaboration, the two WDBs embrace the heart of the vision by creating a regional workforce system through programs and services that are coordinated, aligned and integrated. The IERPU will be a new and improved system that moves the needle throughout the region.



## The Regional Economy

The Inland Empire's (IE) economic growth has been outpacing the state and this momentum is expected to continue through 2017, driven by growth in industries such as Health Care. Overall, the IE has created almost 240,000 jobs since the low point of the Great Recession, and is nearly 100,000 jobs higher than before the recession. The IE was one of the regions that was most impacted by the recession; however, the recent job growth, strengthening dollar and decline in oil prices have fueled economic recovery, demonstrating the resilience and strength of the region.

Riverside and San Bernardino Counties rank 4th and 5th as the most populous counties in California with a combined population of 4,489,159. The IE is expected to be the second largest populous region in the state by 2035. Nationally, Riverside ranks as the 10th most populous county and San Bernardino ranks 12th, with San Bernardino ranking as the largest county in land area with 20,105 square miles. The IE's population and mass land area present unique features with interesting workforce opportunities and challenges the IERPU is prepared to address through this plan.

The current unemployment average rate for the region is 5.5%, further demonstrating economic recovery. While unemployment rates continued to decline post-recession, poverty rates increased and only began to decline slightly in 2015. Poverty rates remain higher than the state and national rates with an 18.2% average for the region. Other demographics that provide insight into the IERPU's customer base include: more than 629,000 residents speak English less than very well with 82% of these speaking Spanish; more than half a million residents over the age of 25 have no diploma or equivalent, and more than 18,000 teens, ages 16 to 19 are reported as "idle", neither working nor in school. Other special populations include more than 220,000 residents who are veterans and more than 240,000 ages 18 to 64 are residents with disabilities.

Significant job growth in a burgeoning IE economy positions the WDBs in both counties well for career pathway development in industries with several opportunities for employment in entry-level, middle-skill, and high-wage jobs. Both WDBs have identified *Health Care*, *Manufacturing*, and *Transportation and Logistics* as priority regional industry sectors based on a number of recent reports which indicate robust job growth and opportunities for high quality employment.

### **Career Pathways and Industry-Valued Credentials**

The regional partners rely on a systematic process for developing career pathways using their current regional pathway, the Inland Empire Job-Driven SlingShot Initiative, as a model which relies on industry engagement for the development of the program. Industry leaders are involved to identify the skills required for their occupational needs and provide input into the development of training curricula to ensure credentials earned by graduates have the competencies to meet those needs. Strategies to develop future customer-centered career pathways include: asset mapping to identify current available pathways and resources that have not been identified in the region in the target industries; skills mapping for the occupations targeted within these pathways and exploring existing resources.

To ensure that current pathways are successful and future pathways are regionally developed and coordinated, RCWDB and SBCWDB jointly procured Industry Sector Consultants for Health Care and Manufacturing. The Consultants coordinate the outreach and convening of employers and partners, coordinate implementation of the pathway, and track and report outcomes for the programs. The two boards consider SlingShot a replicable model to increase economic mobility and regional prosperity thereby reaching its goals to achieve the vision.

### **Plan Implementation**

The regional partnership includes assigned partners, mandated partners and other key stakeholders, in addition to the two WDBs. The partners take great pride in the region and share a commitment to work together to implement the Regional Plan and continuously assess the workforce development system for improvement and innovation. Implementation will continue to focus on the vision by streamlining the workforce development system to avoid duplication and maximize services to customers. Key to streamlining is the continued integration of partners and their programs within the system including adult education and literacy, Department of Rehabilitation (DOR), Inland Regional Center (IRC), and Strong Workforce Program (SWP), among others.

The WDBs will oversee the implementation of the regional plan, providing guidance and leadership for the regional workforce development system. This oversight will include a continuous improvement loop to gain partner feedback and measure performance outcomes. The feedback loop will be designed to ensure services are effectively meeting the needs of employers while transitioning residents to gainful employment, breaking the cycles of poverty and increasing economic equity for long lasting prosperity.

The IERPU partners, along with the two WDBs, have developed a foundation of collaboration and anticipate the renewed regional partnership will serve as a catalyst for realization of the vision as goals are accomplished. In alignment with the State Plan Policy Strategies, the IERPU thoughtfully crafted activities and goals while envisioning more ways to enhance coordination throughout the region.



### Riverside WDB Local Plan Summary

The Riverside County Workforce Development Board (RCWDB) is one of two Local Boards that comprises the Inland Empire Regional Planning Unit (IERPU). RCWDB joined its partner, San Bernardino County Workforce Development Board, to complete the Regional Workforce Development Plan. The RCWDB Local Workforce Development Plan focuses on the implementation of the workforce development system throughout Riverside County. The Local Plan is aligned to the Regional Plan and both are aligned to California's Unified Strategic Workforce Development Plan (State Plan) released by the California Workforce Development Board (CWDB). This Local Plan was developed with input from partners and key stakeholders representing education, labor, economic development, community based organization as well as customers including job seekers, youth, and business. With their input, this local plan was developed focusing on the needs of Riverside County residents as well as the business community to reinvent the workforce development system and achieve the RCWDB vision of "Infinite Opportunity, Lasting Prosperity."

#### Key Industry Sectors Identified:

Healthcare, Manufacturing,  
Transportation and Logistics,  
Construction, Renewable Energy

In 2004, the RCWDB adopted an Integrated Service Delivery Model that provides a framework to integrate partners, their programs and services, creating a seamless, customer-centered approach to providing workforce development services. The ISD serves as the foundation for implementing core

programs under this Local Plan. The integrated partnership will work together to fully implement SlingShot, a regional industry sector career pathway led by the IERPU Local Boards. The project will train job seekers in health care and manufacturing occupations linked to the SlingShot employers who provide input into the design of the training programs. This project serves as the model for the development of other industry led career pathways in the RCWDB target sectors: advanced manufacturing, transportation and logistics, health care, renewable energy and construction. The target sectors were selected for their current and projected industry and occupational growth, as well as the potential for entering and advancing to middle-skilled and mid-level wages or higher. The opportunities for advancement will allow for additional trainings and stackable credentials to be developed creating the pathway to upward mobility and ensuring economic security for individuals and their families.

Career pathways offer a unique experience for job seeker and youth customers, using training modalities and a contextual curriculum designed by employers. Pathways are also developed in partnership with local two- and four-year colleges and universities, creating increased access to post-secondary education. An employer led strategy ensures that the trainees will acquire the specific skills that employers need and that the credential earned upon graduation is valued by the employers who hire them. The goal of career pathways is for trainees to receive offers of employment before they complete their training program so they begin their new job immediately upon graduation. The partnership approach to development and implementation of career pathways ensures that all trainees have the support and services they need to successfully complete the program. This approach makes career pathways ideal opportunities for the most vulnerable job seekers including people with disabilities, veterans, low-income, and disconnected youth.

Earn and Learn opportunities will also be expanded for trainees to earn a wage while they train for a new career or upskill in their current one. Earn and Learn opportunities will also be available for career pathways, offering work-based learning through on-the-job training to ensure a smooth transition to the work environment and increasing retention success. Paid work experience will continue as a priority for serving youth and serves as a motivator for skills attainment, returning to school or entering a related career pathways program. Co-enrollment of participants with partner programs will continue as a primary strategy for integrating services as well as braiding resources.

A renewed focus is planned for expanding access to services available at the America's Job Centers of California (AJCC) located throughout the County. Strategies are being implemented to reach residents in remote areas as well as those facing challenges and barriers to employment. All customer service staff are cross-trained in partner services so that customers entering an AJCC can be immediately directed to the program they are seeking or need. The AJCC will serve as a centralized on-ramp to career pathways, to expand access and facilitate entry into the programs. Innovative technology will continue to be a focus to increase 24/7 access to services and information. Currently, customers can view orientations and job search techniques through videos available on RCWDB website. These services will be expanded to offer more services, in particular, for residents living in remote areas and with limited access to transportation to the AJCC.

Business engagement will remain a priority and Industry Sector Consultants have been procured to facilitate the industry sector strategies and career pathways at the regional level. RCWDB staff will facilitate industry sector strategies and career pathways at the local level. The Business Services Unit (BSU) gathers input from businesses through meetings, visitations, roundtables and annual surveys in order to access actionable feedback for changing expectations and requirements. Feedback results are used to develop the career pathways to create the qualified workforce pool that meet the needs of business. Furthermore, the BSU teams with economic development partners, local chambers, and other business organizations to retain, attract and support business sustainability and growth. As such, incumbent worker training services will increase to upskill the workforce in response to technological and other business changes. Incumbent worker training is a key strategy that can assist in averting layoffs or support business growth. Upskilling and advancing the current workforce will often create new entry level opportunities for unemployed workers.

The RCWDB will continue to be outcomes-driven, measuring performance to ensure that customer needs are met and the Board remains accountable for the public funds used to implement the workforce development system. RCWDB will ensure the system continuously improves to meet the needs of job seekers, youth and business and that this improvement is reflected in organizational performance. Successful implementation of the local plan will generate results to demonstrate that businesses are retained in Riverside County, layoffs are averted, and employers have the qualified workforce they need to ensure overall success. Moreover, residents can realize their full potential through education and training leading to

careers that offer self-sustaining wages for entry level employment. The workforce development system will offer access to continue training that will assist customers in advancing to middle-skills and mid-level wages, or higher. The RCWDB will rely on this evidence based strategy to ensure that Riverside County residents have the opportunities for attaining economic security and can enjoy lasting prosperity.

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## San Bernardino Local Plan Summary

### Key Industry Sectors Identified:

Transportation/Logistics, Manufacturing, Healthcare, Construction, Trade/Transportation/Utilities

The San Bernardino County Workforce Development Board (SBCWDB) is one of two Local Boards that comprise the Inland Empire Regional Planning Unit (IERPU). SBCWDB and its IERPU partner, Riverside County Workforce Development Board (RCWDB), worked together to complete the Regional Workforce Development Plan. The SBCWDB Local Plan is aligned to the Regional Plan as well as California's Unified Strategic Workforce Development Plan released by the California Workforce Development Board (CWDB). While the Regional Plan outlines the implementation of the workforce development system at the regional level, the Local Plan describes the workforce system in San Bernardino County (SBC) and how to achieve the SBCWDB's vision of *Transforming Lives and Strengthening Business*. In accordance with the vision, the SBCWDB has adopted the following goals:

- Create a powerful, well-regarded brand.
- Identify and establish strategic alliances throughout the Inland Empire.
- Identify and pursue alternative funding sources to supplement and expand workforce services.
- Expand support for business growth and entrepreneurship.
- Improve career readiness development and retention for all job seekers.

With the desire to become a magnet region, the SBCWDB's public service levels, outreach, and engagement strategies focus on bringing prosperity to San Bernardino County. Job growth is proportionate to economic diversity and a workforce board's ability to foster innovation in these areas is key to success. As the SBCWDB strategizes and expands connections to valuable resources, leverages assets, and looks at gaps for intentional investment, business and economic development are at the forefront.

The Local Plan was developed with focus on the vision and goals while gathering input from partners and key stakeholders representing education, labor, economic development, community based organizations as well as customers including job seekers, youth, and businesses. Partners, stakeholders and customers participated in a series of Stakeholder Forums held throughout San Bernardino County (SBC) and the IERPU region to provide input and conduct assessment of local workforce activities as well as the workforce development system. Their input was used to develop the local plan and will be used as the framework for reinventing the workforce development system throughout SBC.

The overwhelming participation of partners and stakeholders in the San Bernardino County Stakeholder Forums demonstrated the strong relationships that exist across the County. The passion to provide the services that transform lives drives the collaboration needed to serve the most vulnerable residents including: low income, veterans, people needing basic skills, disconnected youth, foster youth and individuals with disabilities. This collaborative spirit, combined with expertise in serving customers with multiple barriers, is the basis for developing innovative customer-centered approaches that will prepare residents for entering and advancing to middle-skilled and mid-level wages or higher, thus ensuring economic security for individuals and their families.

The SBCWDB oversees one comprehensive America's Job Centers of California (AJCC) and two additional AJCCs, as well as 10 youth providers located throughout SBC including remote areas. AJCC partners and youth service providers work together to serve and co-enroll participants in order to maximize services while leveraging resources. AJCC partners are guided by a comprehensive Phase I Memorandum of Understanding (MOU) that includes common vision, mission, values and goals for providing exceptional customer-centered services. The AJCCs function as training hubs and create the "on ramp" to training services including career pathways.

A leader in innovation, SBCWDB also leads the Inland Empire Job Driven SlingShot Initiative, a sector strategy for the Health Care and Manufacturing industries in the IERPU. Together San Bernardino County and Riverside County

have formed the Inland Empire Regional Collaborative (IERC). Industry Champions joined the effort, providing input on employer needs including skills requirements used to design career pathways. The IERC identified the hiring needs as well as technical skill and educational requirements and workforce characteristics needed for successful employees. The requirements were used to design training curricula and the first career pathway for machine operators launched January 2017.

The SBCWDB is dedicated to creating additional career pathways using SlingShot as a model for engaging business and using their expertise to design training programs that will create the human capital they need with industry-valued credentials that they helped create. With a growing economy and the expected business and job growth in the region as detailed in the Regional Plan, initiatives similar to SlingShot will be needed to address increased demands on the workforce development system.

The SBCWDB's focus on business engagement is also demonstrated through its Business Services Unit (BSU) which provides a full menu of services through a robust process of building and maintaining relationships with businesses. Each Business Services Representative is assigned a specific region in SBC to conduct business visits, assess their needs, and convene partners, such as economic development, to address them. The BSU also conducts surveys to gather input on workforce development needs and uses this information to develop customized services for the employers. All staff have been trained to detect early warning signs of business distress in order to provide the intervention services to avert layoff or retain business. Moreover, the BSU offers a variety of unique services including a free employer hotline that provides technical assistance regarding labor laws and human resource regulations. Workshops on business topics are provided as well as business consulting and training services in Lean (a systematic method for the elimination of waste) and other performance excellence strategies.

The innovative services for adult job seekers, youth and business are the result of the organization's leaders, including the members of the SBCWDB, who maintain focus on serving residents most in need and in serving businesses that contribute to economic growth and vibrant communities. The SBCWDB has established its strategic goals which align to the CWDB's seven priorities and three objectives, demonstrated its commitment to work towards achieving the CWDB's vision in San Bernardino County. The SBCWDB envisions San Bernardino County and the Inland Empire region as a magnet, attracting residents and businesses because of the quality of life, availability of a strong workforce and high quality education that is unmatched across the nation. Efforts are strategically targeted focused on San Bernardino County as a place where people are proud to live, work, and play and where businesses want to locate. We believe this focus will result in transformed lives, stronger businesses and economic prosperity throughout the County and the region as a whole.

## **1.1 Strategic Vision**

The San Bernardino County Workforce Development Board (SBCWDB) is a 19-member Board dedicated to educating and training the local workforce to build the human capital that can support the business community. Comprised of a majority of business members, the SBCWDB's focus is to ensure that the residents of San Bernardino County (SBC) have the skills, training, and education to achieve their career goals, and the SBC employers are able to hire, develop and retain a competitive workforce.



## Ventura Regional Planning Unit – Regional Workforce Plan Summary:

### Key Industry Sectors:

Healthcare; Manufacturing;  
Transportation and Logistics;  
Clean/Green Energy; Business  
Services

Ventura County stretches along 43 miles of Southern California coastline, covers 1,873 square miles and is home to 835,7901 people. Ventura County is the 13th most populous county in the State of California out of 58 counties. The Ventura County RPU is bounded on the north by Santa Barbara County, on the northeast by Kern County, on the southeast by Los Angeles County and on the west by the Pacific Ocean. There are ten incorporated cities in the Ventura County Region. The Ventura RPU has a large commuting population commuting to Los Angeles and out of the region for

employment and a geographic barrier that separates the region, called “the grade.”

Respected for working in the best interests of the region, the regional partners in Ventura County have developed an inclusive approach to the development and implementation of regional strategies. The regional planning process, designed for flexibility and responsiveness, benefits from a results-oriented combination of committee, sector, cross-sector and work group activities. By providing a neutral forum for the candid exchange of ideas, the Workforce Development Board of Ventura County (WDBVC) has helped participants in more than 75 public meetings shape the regional plan between July 2015 and December 2016.

**The Ventura County Region, in alignment with California’s Unified Strategic Workforce Development Plan, is committed to:**

- **Fostering “demand-driven” skills attainment by aligning regional education programs with industry sector needs:**
  - For over eight years, the WDBVC has had active sector committees bringing education, industry, labor, and CBOs together in bi-monthly meetings in the region’s identified sectors of Healthcare, Manufacturing, Clean/Green, and the recently added Business Services sector. The committees have successfully utilized sector strategies to align workforce and education programs to meet regional industry sector needs. For example, through the work of the WDBVC Manufacturing Committee industry identified the need for a biomedical device manufacturing certificate, which initiated a collaboration to develop a combined program in two community colleges.
    - The WDBVC Sector Committees work with industry to analyze regional job data, identify regional employment needs, determine credentials, employability skills, and work with educators on the committees to implement programs to address industry needs.
    - The 29.1 million dollars in Career Pathways Trust grants for the region, has enabled more industry and education collaborations. Extensive work has been done to articulate courses between high schools and colleges, as well as in expanding industry internship and externship opportunities.

- On-going collaboration with the Community Colleges' South Central Coast Regional Consortium, working to align industry workforce needs with CTE education. Deputy Sector Navigators are active committee members on all the WDBVC Sector Committees and WDBVC staff attend SCCRC meetings.
- SlingShot Project: A cross-regional project. The Los Angeles and Ventura County Regional Health Care
- Coordinator Career Pathway Project, an industry driven project to collaborate with education to identify career ladders and create industry-driven training programs for care coordinators.
- Aware that the region has numerous career technical education advisory committees meeting separately, initial discussions have begun with WDB staff, community college advisory groups for high schools, adult education and community colleges for a yearly forum. The vision is to create an efficient way for educators to stay current on the healthcare industry's regional workforce needs and implement the necessary changes in the career pathways programs.
- **Enabling Upward Mobility for all Californians:**
  - The AJCC Partners are working to identify gaps in services and are collaborating on ways to provide services to those with barriers to employment and to create pathways to address the client's unique needs.
  - The Ventura County Adult Education Consortia received 2.9 million dollars in funding and is addressing identified gaps in adult basic skills and ESL in certain regions and expanding adult literacy programs to those regions. Three employment specialists were added, in the region, for job placement services.
  - The Ventura Adult and Continuing Education in cooperation with the Ventura County Sheriff's Office provides educational programs for inmates in the Todd Road jail. VACE has created a culinary pre-apprenticeship program offering certifications so that inmates can find employment as they re-enter the workforce.
  - Ventura County decreased the high school drop-out rate dramatically in 2014-2015 from the year 2012-
  - 2013, increasing graduation rates during the same period.
  - Maintain on-going collaboration with LiUNA laborers apprenticeship program. Planning to increase apprenticeship opportunities in the region. The region has eight labor unions offering apprenticeship training.
  - The region's three community colleges have TANF/CalWORKs offices located on their campuses that work in collaboration with the Ventura County Community Services Department TANF/CalWORKs offices and the WIOA AJCC partners.
- **Aligning, Coordinating and integrating programs and services:**
  - The Ventura AJCC partners are collaborating to prevent duplication of services, braid resources and develop shared resources to align, frame and guide program

coordination to effectively provide services to clients to meet their unique needs.

- The WDBVC Sector Committees share information across agencies and facilitate collaboration to align industry and education to develop career pathway programs that deliver industry-valued credentials aligned with regional workforce needs.

In alignment with the vision and goals outlined in the California Workforce Development Plan, the Regional Plan for Ventura County reflects a serious commitment to supporting state policies and administrative practices across programs, while working to implement local policies and service delivery. Regional sector partners in Ventura County recognize and value the importance of fostering demand-driven skills attainment; enabling upward mobility for all Californians; and aligning, coordinating and integrating workforce development programs for maximum benefit with limited resources.



### **VISION, OBJECTIVES, STRATEGIES**

The members of the Workforce Development Board of Ventura County (WDBVC) are committed to supporting a high-quality, appropriately skilled workforce that is ready and able to support the changing business needs of local employers in a dynamic, competitive, global economic environment. The Local Board workforce strategy includes ongoing skills attainment that is supportive of regional growth, industry sectors and enabled by a braided, leveraged workforce system that addresses business-driven demands and worker needs for well- paid, steady employment.

#### **Key Industry Sectors Identified:**

Business services, Clean/Green Energy,  
Healthcare, Manufacturing

The Local Board, working in alignment with the California State Plan, is committed to the achievement of three policy objectives: (1) fostering demand-driven skills attainment; (2) enabling upward mobility for the Ventura County workforce; and (3) aligning, coordinating, and integrating programs and services to

economize limited resources. These policy objectives will be achieved through the implementation of the seven local workforce strategies that operate or will operate, as the mechanism for implementing regional coordination to support service alignment and policy implementation. The WDBVC seven strategies are: (1) Building sector strategies; (2) Building Career Pathways Strategies; (3) Organizing Strategies Regionally; (4) Building Earn and Learn Strategies; (5) Building Supportive Services Strategies; (6) Building Integrated Service Delivery Strategies; and (7) Building Cross-System Data Capacity Strategies.

### **GOALS**

The Workforce Development Board of Ventura County (WDBVC) will prepare an educated and skilled workforce (including youth and individuals with barriers to employment).

- **ADULT GOAL:** The Local Board will increase the number of adults in the Ventura County region who obtain a marketable and industry-recognized credential or degree and are placed in a related sector job, with a special emphasis on unemployed, underemployed, low-skilled, low-income individuals, veterans, individuals with disabilities and other at-risk populations.
- **YOUTH GOAL:** The Local Board will increase the number of students and out-of-school youth who graduate prepared for post-secondary vocational training, further education and/or a career, with an emphasis on at-risk populations.
- **PERFORMANCE ACCOUNTABILITY:** The Local Board will meet or exceed the negotiated statutory indicators and performance measures. To ensure the achievement of performance goals, the Local Board will: (1) Develop a regional model for success to meet WIOA Title I and AJCC delivery system requirements; (2) Provide maximum WIOA Title I support to Wagner-Peyser staff to make available all of the mandated basic career services, and; (3) Increase the number of CalWORKs participants served and develop co-enrollment opportunities.

## **ALIGNMENT OF RESOURCES**

In support of regional economic growth and economic self-sufficiency, the Local Board has entered into agreements with mandated and voluntary partners and stakeholders to ensure implementation of an integrated, job-driven service delivery system that provides job seekers, (specifically individuals with barriers to employment) with the skills and credentials necessary to secure and advance in career pathways and enable employers to identify and hire skilled workers and grow their businesses.

The WDBVC plan facilitates the alignment of training, education and employment services to provide support for the skills and training needs of Ventura County employers. The nineteen AJCC partners have executed the Phase I Memorandum of Understanding (MOU) and are working toward agreement and completion of the Phase II MOU. The Local Board Plan will support efforts for program alignment across core programs and with all mandatory partners. In the Ventura County region, the WDBVC has had a long history of working together with partners to serve at-risk populations with barriers to employment and aligning training, education and services to supply the skills, and service support and training needs of Ventura County's employers.

### **SERVICE DELIVERY**

Since June 2016, the WIOA AJCC partners have been meeting to collaborate in creating awareness of each entity's unique program needs and to create a more cohesive and comprehensive system of AJCC services. The new AJCC comprehensive center, open in late September 2016, houses three WIOA mandated partners, their respective staffs, and services: Temporary Assistance to Needy Families (TANF); WIOA Title I (Adult/Dislocated Worker programs); and state Employment Development Department (Wagner-Peyser) workforce services. We have expanded the AJCC operational framework for WIOA core program to accommodate co-enrollments and performance outcomes (e.g., industry-recognized certificates, employment, and wages).

The AJCC comprehensive center serves as the primary on-ramp for providing priority sector pathway services.

We seek to improve client access to resources and services, connecting them, as appropriate, to sector pathways in manufacturing, clean/green, healthcare, and business services to meet employment outcomes. Using current economic and labor market data, the Local Board focuses on four industry sector clusters which provide opportunities for Ventura County workers to make gains in jobs and income. These pathways programs include a high degree of program alignment and service coordination among our partners. All the AJCC mandated partners have relationships with CBOs that are integrated into the AJCC constellation of supportive services for their target population. We will continue to incorporate new relevant CBO services into our AJCC system that will facilitate access to support services and career pathway program options.

The coordination of Title I and Title II activities is well underway in Ventura County because of the close participation of the respective staffs in each other's committee work. The WDBVC has an on-going conversation through its numerous committee meetings with representatives of secondary and postsecondary education programs to facilitate information sharing, planning, and prevention of duplicated efforts.

#### CONCLUSION

The Local Board is committed to its role and will coordinate workforce development programs and economic development by serving as the neutral broker, convener, facilitator, and matchmaker to bring disparate elements of the region's workforce, education, human service, and economic development programs into alignment through partnerships. Seeking practical workforce solutions across traditional private and public sector boundaries, the WDBVC will continue to identify and leverage networks, systems, and resources within Ventura County and in partnership with other regions.